

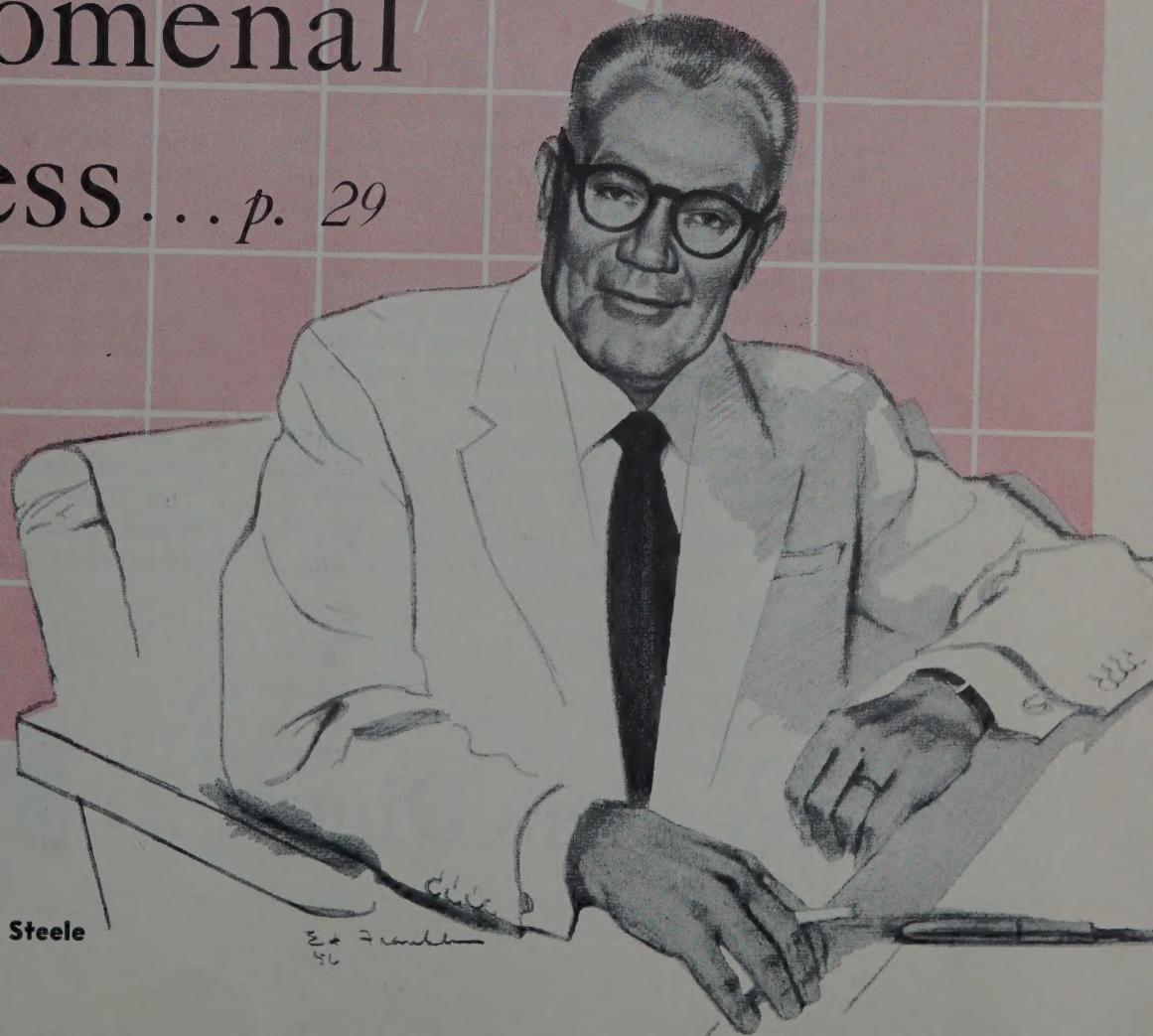
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APRIL 21, 1956 • 50¢

Tide

THE MAGAZINE FOR MARKETING MANAGEMENT

Pepsi-Cola's
Phenomenal
Success... p. 29



Pepsi-Cola's Alfred N. Steele

Successful businessmen the world over agree

*on one effective
way to reach
their own markets*

IN almost every major overseas market, you can reach *more* customers at a *lower cost* per thousand in Reader's Digest than in any other leading magazine.

You speak to your customers in their own language through a magazine that has won the *faith* and *respect* of readers all over the world—including businessmen, government and professional leaders in every country.

Choose *any one* or *any combination* of 28 editions of the Digest. Select markets of top sales potential for *your* products—with no waste circulation.

In nearly every edition the Digest gives you the leading circulation—*the broadest coverage*. And in



"Une grande partie du 'succès fou'."
FRANCE, Albert Lespinasse has won 65% of the breakfast food market—with his product "Banania". He credits much of his sales success to regular advertising in Reader's Digest, France's largest selling monthly magazine. "In France, the Digest brings results," he says, "because people believe in it."

each market, it reaches people of higher income, education and community standing.

More international advertisers invest more money in the Reader's Digest than in any other international publication. Last year, nearly 2,500 advertisers used nearly 18,000 pages.

Phone or write today, for the new booklet, "Leading International Advertisers," from Reader's Digest, 230 Park Avenue, New York 17, N.Y. . . 527 Fisher Building, Detroit 2, Michigan . . . Prudential Plaza, Chicago 1, Illinois . . . 630 Wilshire Blvd., Los Angeles 48, California.

Reader's Digest ...



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Tide Leadership Panel discusses what television programs it likes and doesn't like—and why.

The story behind Philip Morris' big sales increases—and what it plans next.

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Tide



APRIL 21, 1956 • VOL. 30, NO. 8

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PEPSI-COLA'S PHENOMENAL SALES SUCCESS

The story behind the marketing strategy that has brought Pepsi-Cola Co. within reach of the top.

TOMORROW'S LEISURE TIME TRENDS (last in a series)....

- Part IV in Tide's series "More Time to Consume" shows how wants & needs will change as people grow more accustomed to more leisure time.
- Here's what the rising interest in family life and in the home as a leisure time center means to marketers.
- Here are tomorrow's leisure time preferences of special groups: the wage earner, the retired, the teen-ager, the Negro.
- Here's how television will influence tomorrow's leisure time living pattern.
- Tide Leadership Panel discusses its own leisure time preferences and what it considers the leisure-time habits of Americans.

CHRYSLER'S "OPERATION MANPOWER".....

Chrysler Corp. at the factory level is tackling the shortage of well-trained dealers. Here's how.

THE MARKETING MIX-UP AT WARING PRODUCTS.....

Marketing management at Waring Products isn't blending too well these days. What's behind the discussion over how to market a specialty home appliance?

ADVERTISING:

Tide Advertising Index shows February ad volume up 16.5% over last year

PUBLIC RELATIONS:

Why and how Chicago's top merchandiser, Sol Polk, uses PR

PRICING:

Ancient Age's successful campaign to increase sales

DISTRIBUTION:

American Steel & Wire boosts sales by selling retailers a new way to do an old business.....

Take a *GOOD LOOK* at your advertising!

DOES IT TELL WHERE TO BUY?

Your advertising may get top readership... create a strong desire to buy. *But*, it won't produce sales if it doesn't bring prospects and dealers together.

That's where Trade Mark Service in the 'Yellow Pages' of telephone directories comes in. Prospects will find the name, address and phone number of your local dealers—right under your trade-mark.

You can buy this dealer identification service in more than 46,000,000 telephone directories across the country... or in selected local or regional markets.

And when you use Trade Mark Service, you can increase sales by displaying the 'Yellow Pages' emblem (illustrated below) in your ads. It reminds readers that they can easily and quickly find where to buy your products or services.



Displaying this emblem in your advertising means more sales for your dealers.

Want to know how to localize your national advertising? Call your local Bell telephone office for facts and figures about Trade Mark Service.

footnotes*

*Tomorrow's leisure market is today's challenge

When the International Trade Fair opens in Paris next month, Europeans will have an excellent opportunity to see how Americans live. The entire exhibit of the U. S. Dept. of Commerce will be devoted to "Industry for Leisure."

Roy F. Williams, director of the Commerce Department's Office of International Trade Fairs, has lined up almost 200 U.S. companies which will display their goods (and services) designed for the U. S. leisure market.

To us, these leisure items are nothing new; we see them—and use them—week in and week out. But to Europeans, it may be their first introduction to such things as do-it-yourself sailboat kits, portable outdoor barbecues, high fidelity equipment, archery and spear fishing sets, hunting and gardening gear, etc.

There will be some other demonstrations of how U. S. companies help consumers enjoy their leisure time, especially by consumer magazines. McCall's, for example, will display dress patterns; Good Housekeeping will demonstrate deep freezers to show how frozen foods make the housewife's task easier.

The most significant aspect of this leisure display, however, is the recognition of leisure by the Dept. of Commerce as a highly important social and economic trend which has changed—and is still changing—U. S. living habits. Equally significant is the way the exhibit is organized: all leisure activities will not be treated individually, but will be organized to point up the family as the center of all leisure pursuits.

As Tide makes clear in the final article in its four-part series on leisure (p. 33), tomorrow's leisure trends will all start from the home, the apex of leisure activities. This welding together of the family as a participating unit—a factor that

McCall's coined as "togetherness"—is one of today's most notable social phenomena.

It is impossible, Tide feels, for marketers to underestimate the importance of this phenomenon. To increase his company's sales, a marketer must study and understand the vast social changes taking place every day in the U. S. It would be naive to assume a marketer could sell to today's and tomorrow's consumer without first finding out why he spends his money the way he does. And the "why," in this case, is deeply rooted in significant social changes such as the renewed emphasis on family life and the changing roles of men & women in relation to it.

To investigate the social changes which affect U. S. spending, marketers will find it essential to consult the researchers, the sociologists, the psychologists. As one expert has pointed out, it will be necessary to get out in the field and study the new patterns of life of Americans, to examine their work habits and their play habits. Too, the marketer must determine the extent to which retailers are adjusting to these patterns. Then, and only then, can marketers — whether they sell leisure goods or anything else—begin to formulate marketing policy. Only then can new products be developed which will match consumers' wants and needs.

Only then can distribution patterns be established, to get the products to consumers most efficiently. Only then can the package be so designed to accommodate modern buying habits. Only then can the public relations policies be planned, and the advertising techniques be developed, which will reach, and convince, consumers.

Most important to marketers is the hard fact that there is no time to waste. Americans will not wait to enjoy their leisure, nor will they wait for manufacturers to catch up with their wants. The demand exists now, and the time to meet it is now.

The Editors

Most everyone enjoys America's new leisure one way or another . . .



but people in the Holiday Mood



MARKETING FORECAST

APRIL 12, 1956

PM Paces Cigaret Comeback:

Cigarettes, probably the most besieged of industries, are making a sales comeback this year.

The business is picking up momentum again, paced by Philip Morris, Inc. PM scored a hefty 26.3% sales gain this year's first quarter over last. Profits over the same period are up a whopping 40%.

PM started sales moving upward again with several shrewd marketing moves, not the least of which was Marlboro's new flip-top box and distinctive ad campaign. Then there was the packaging change for PM, with another distinctive ad campaign.

Now PM is readying several new marketing moves to strengthen its position even more. Parliament is currently being test-marketed in a new flip-top box at a substantially reduced price (about 2¢ over filters, which run about 2¢ over regulars).

Clearly, PM is going all out to battle competition at every price level and in every cigarette category.

Truckers vs. Railroads Fight Is On Again:

After some 15 months of what seemed like harmony, it looks as if the railroads and truckers are about to fight out loud again.

That \$250 million suit filed in 1953 by the Pennsylvania Motor Truck Assn. and 37 member firms against 31 eastern railroads and their presidents, the Eastern Railroad Presidents' Conference, has rested quietly in Federal Court since January, 1955.

That was when David Charnay, president of Allied Public Relations Associates and the PR pilot behind the truckers, brought the truckers and railroads together through a new organization called CERT (Council of Eastern Rail & Truck Common Carriers).

CERT, which was considered a PR coup by Charnay, came about, it seemed at the time, because both truckers and railroads finally realized that the two great transportation industries simply must co-exist. It was rumored, too, at the time that government officials urged peace in no uncertain terms.

Now, however, it appears that the whole business—including CERT—may go down as one of the biggest PR flops in history. The truckers this January formally requested a trial date in their suit (which was set for October 1). The railroads countered by requesting permission to file a countersuit, to be heard along with the truckers' suit. Pre-trial depositions were scheduled to be resumed in Federal Court last week.

CERT is evidently still in existence and still holding occasional meetings. It isn't clear yet just why the truckers are meeting across the conference table with the railroads at the same time the suit against the railroads, which charged "conspiracy to monopolize interstate freight traffic, including the bribery of public officials and use of the mails for fraud," is being pressed. What does seem clear (and sad) is that the railroads and truckers are obviously too far apart for CERT—or any other kind of PR to bring them together.

**Piel's Changes
Its Package:**

You can expect beer packaging—especially in the east—to become more subdued.

Piel's beer, a trend maker with its subtle advertising (cartoon characters Bert & Harry Piel), has redesigned its package in keeping with its off-beat advertising.

Piel's red, gold & blue label will be replaced in most markets soon by a new one featuring a satin blue oval label framed in gold and outlined in a white-on-silver swirl. Designers Lippincott & Margulies (and Piel's) feel the new packaging emphasizes quality and coolness, plays down the "socko appeal" associated with more garish beer packaging.

Reason for the packaging change: to capture a larger share of the eastern beer market which Piel's feels is becoming more style-conscious, thanks to more women buyers.

Piel's, incidentally, has been so overwhelmed by public response to Bert & Harry Piel that it is thinking of placing newspaper ads (via Young & Rubicam) listing the TV ad schedule.

**Supermarkets
Bidding for
Cigar Sales:**

Supermarkets will be bidding for more of the \$567 million spent annually for cigars.

One major reason is that consumer spending on cigars exceeds by a wide margin the combined dollar volume of six popular non-food items now being pushed in supermarkets: \$136 million in waxes and polishes, \$126 million in first-aid products, \$108 million in razor blades, \$48,000,000 in shaving cream, \$45,000,000 in toothbrushes and \$29,000,000 in shaving lotion.

Another reason supermarkets are interested in cigars is a recent survey which showed that 40% of women shoppers in supermarkets buy cigars when they're prominently displayed. The same survey also showed that 20% of supermarket cigar buyers do all their cigar buying there and that people prefer to buy five or six cigars at a time rather than one or two or a whole box.

At least one cigar firm, General Cigar Co. (White Owl, William Penn, Robert Burns), has set up a special division to handle supermarket sales. Look for more to follow suit and to go in heavier for point-of-sale displays featuring five packs of cigars.

**P&G Moves
Ahead With
Food Products:**

Procter & Gamble's invasion of the food field is being stepped up.

P&G is currently market testing (in Wichita, Kan., and Mobile, Ala.) a second peanut butter, Jif. Testing is still going on for Big Top, the peanut butter line it acquired late last year.

P&G claims another peanut butter is a logical move since P&G has long been the basic producer of a stabilizer (called Fix) which counteracts the breaking down of peanut oils. P&G supplies Fix to most peanut butter makers.

Look for more new food products from P&G as the company takes further advantage of its vast distribution system.

How five Russian words spelled success for me in India

There's nothing like good, rich background to help a reporter. Just take the way my eight and a half years at the United Nations proved an invaluable asset to me in covering the Bulganin and Khrushchev tour of India.

Almost as soon as the troupe hit the road, it became clear that things were going to be very jolly, especially if one happened to be a Russian.

All over the country from Bareilly in the north to Coimbatore in the south the word was "Hindi-Russi bhai bhai"—"Indians and Russians are brothers"—and nothing was too good for one of the bhais. The police knew that the Russians were to be helped in every way, that no barrier, no delay, was to exist for them.

It was not quite the same thing for the group of foreign reporters tagging after the Russians. We had to scurry around for ourselves. When the streets are jammed with millions of people, when police barricades are everywhere and when a foreign correspondent (non-Russian variety) is issued a pass that will get him through some lines, but not all, scurrying becomes a little difficult.

The idea, of course, was to get as close to the Russians as possible, to get through all police lines and make sure that none of Mr. Khrushchev's witticisms were lost. I soon found it a lot better to hide my own pass and encourage the world to think I was a Russian.

That is where my UN experience came in. I knew Russian. Not a great deal of Russian—just five words. But that made me five words richer than the Indian police.

Every time a policeman stopped me or tried to bully my driver out of line, I would lean forward and say sternly: "Gospidine Presidatse, ya vas lublu!" Police resistance melted. The big thing was to stick to it.

Love Conquers All

As is well known, that sentence means: "Mr. President, I love you." I know that it was from Mr. Gromyko's speeches that I learned the first two words, but the history of the rest escapes me.

It is not in the proper weary reporter tradition to admit it, but I enjoyed the tour very much, although it was a rather tiring business. During the first ten-day lap we got an average of four hours' sleep at night and there was one forty-eight-hour period with no sleep at all. When we traveled by rail it was in a crowded, grimy little compartment without water or food. Sometimes, at a stop, I would rush to the lush dining car where Russian officials and correspondents were drinking wine and

eating caviar and press my poor, hungry little face to the window.

Getting to Afghanistan was my outstanding achievement. It took my feet, a plane, a train, horse-drawn carriages and a truck, but I made it. My Delhi-Kabul plane was grounded by weather in Amritsar. I took a taxi to the border, walked a half-mile with a fine safari of porters, took a taxi to Lahore, took a train to Peshawar and then, bless the U.S.A., hitched a ride with the American diplomatic courier over the mountains to Kabul. The condition of the road may be judged by the fact that several times our experienced driver simply could not find it. He did find the mud, and nomads to dig us out of it. As for the unrailed, rutted mountain passes and the snow and the fog, I would rather not discuss them. I want to go back some day and there's no point in frightening myself out of it.

To some, Kabul is snow-rimmed mountains and horsemen from the north and romantic stuff like that. To me, Kabul is the telegraph office, where I spent my days trying to get my copy through. Nice people, Afghans, but not very trusting. To them, press collect means collect from the press. Pay in advance or no transmission. Luckily, I was loaded with New York Times money. There's nothing like money to help a reporter, I always say.

• • •

A. M. Rosenthal is The New York Times correspondent in India. He went there in 1954 after covering the UN for The Times for almost nine years. As this story shows, he is indefatigable in covering the news. In this he is like the hundreds of reporters, editors and correspondents who make up The New York Times staff all over the world. They form a great team. They produce each day a newspaper that is lively, human, interesting, informing, different. They put more into The Times. Readers get more out of The Times. So do advertisers.



The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

NON-DUPLICATED

**...it means the difference
between a market covered
and a market missed**

Non-duplication in the news and management field is an established and basic fact that tells advertisers two things:

1. Important high-income people with busy jobs neither have nor take the time to read more than one of the news and management magazines. Some prefer one, some another.

2. A growing number of these busy people read and prefer *only* "U.S. NEWS & WORLD REPORT." So many, in fact, that they make up a big segment of the decision-making customers and prospects throughout American business, industry, government and the professions. The only way this big part of the market can be covered is through "U.S. NEWS & WORLD REPORT."

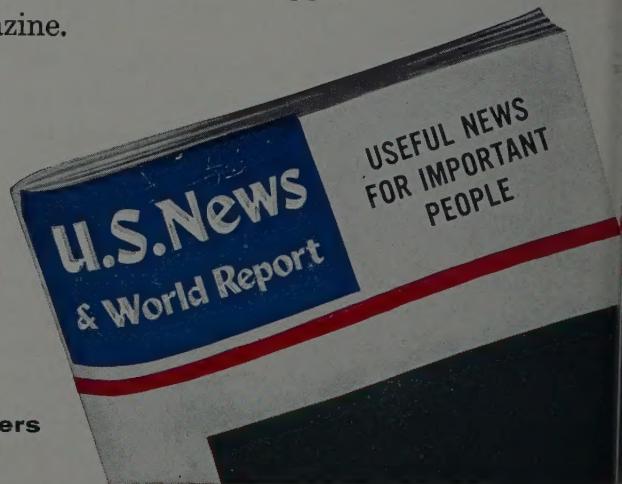
More and more advertisers have recognized this exclusive coverage value. "U.S. NEWS & WORLD REPORT" carries more advertising directed to business and industry than any other news magazine. Over the past five years, "U.S. NEWS & WORLD REPORT" has scored the biggest advertising page gain of *any* magazine.

*America's
Class News Magazine*

An essential magazine

Essential to more and more readers

Essential to more and more advertisers



WASHINGTON FORECAST



"...and I thought
Bellevue was
strictly for
nuts and drunks!"

CHICK AIELLO, Copy Supervisor, Kudner Agency, N. Y., previews "My Life in Bellevue," by Dr. Salvatore Cutolo from this week's Saturday Evening Post.

"It used to be a place of no return. In some ways it still looks like it. But the ambulance was invented here—and so were many of the most modern medical techniques. In fact, they say it's one of our very best hospitals! And the true stories about it—like the "Victory Girls" classic—are even more fascinating than the rumors. I hope I never land there . . . but it's nice to know it's there—just in case!"

In all, 9 articles, 5 stories,
2 serials, and many special
features in the April 14 issue
of The Saturday Evening Post.

SEVERAL FOOD INDUSTRIES MAY GET STUDY AND POSSIBLY come up before hearings by a Senate Judiciary Antitrust Subcommittee. The National Council of Farmer Cooperatives claims that Chairman Joseph C. O'Mahoney (Dem., Wyo.) is believed to have his staff members out working in Chicago and other areas. It could be a long-range affair, with the hearings held later in the year on meat packer practices which are allegedly depressing prices through "mass buying techniques." Milk and dairy products will share the spotlight.

INCREASING USE OF SYNTHETIC TOBACCO IN CIGARETS MAY get an airing on Capitol Hill. Rep. Earl Wilson (Rep., Ind.) believes the public should be informed of the switch to synthetics or "homogenized" tobacco and hopes to have Food & Drug Administration check cigarettes to see if they contain harmful ingredients. Sen. Earle C. Clements (Dem., Ky.) will launch hearings to see whether the interests of tobacco growers are being overlooked. The Agriculture Dept. reports that while cigarette output was up 3% last year, depletion of tobacco stocks was about 5% less in 1955 than 1954.

AMERICAN DIETERS ARE BYPASSING CREAM, BUT MAKING UP for it in other fats and oils, in salad dressings and fried "ready-to-eat" foods. The Agriculture Dept. says consumers ate more potato chips and frozen French fries in 1955 than in the previous year, and suspects a changeover from lard and shortening to cooking oils in American kitchens. On the whole, Americans consumed a half pound less of both vegetable and lard shortenings per person last year, but over-all lard consumption doubled in 1955 over 1954's poor showing.

ANTITRUST CONSENT DECREES WILL GET CONGRESSIONAL attention. House Small Business subcommittee chairman James Roosevelt (Dem., Cal.) has asked Judge Stanley N. Barnes to explain the effect of the decrees on small business, at future committee hearings. Roosevelt is worried about distributor-dealers in general, and banana jobbers in particular, in this instance. Testimony of the banana distributors would involve the United Fruit Co., and the State Dept. has ordered a quietus on the hearings until it can examine the testimony, because of Latin-American relations.

TV AND KIDS WILL MEAN BIGGER, MORE ELABORATELY equipped kitchens, smaller living rooms, vanishing dining rooms. Government Housing chief Albert M. Cole reports many women have ruled out a small kitchen: they want space for the children, and for eating most meals "right in the kitchen." The kitchen would be a family room for games, television and a good deal of informal entertaining.

AMERICA'S ICE CREAM BUYING HABITS ARE CHANGING. Biggest trend: more purchases of half-gallon containers in food stores. The National Milk Producers' Federation reports a recent survey by Ice Cream Field that shows over half of all packaged ice cream is sold in half-gallon containers. Food stores have become the leading outlet for the product, with sales amounting to 51.75% of the 1955 total.

COAL PRODUCERS WILL GET A LARGER SHARE OF INDUSTRY'S fuel dollar. Assistant Interior Secretary Felix E. Wormser sees encouragement in development of new equipment to burn coal more efficiently and in research projects aimed at improving coal quality. After a 10-year lag, bituminous sales went up in 1955, while anthracite sales exceeded production for the first time in several years.

IRRADIATION OF FOODS MAY NUDGE OUT SOME OF THE present refrigeration equipment in the U.S. Army and eventually reach civilian retail level. Commerce Secretary Weeks reports that A.E.C. and the Quartermaster Corps are experimenting with the Commission's research on low-intensity radiation arresting decomposition of foods. Weeks expects "alert business management to pick up the ball and find many practical applications of this new knowledge."

How would you describe Better Homes & Gardens?

It's a contest...for advertisers and agency people only!

BH&G's \$10,000 "It's a" Contest . . .



Remember the story of the 6 blindmen? One felt an elephant's side and cried, "It's a wall!" Another touched the tail and said, "It's a rope". Each of the six blindmen touched a different part of the elephant and each was sure his description was correct, and complete. **MORAL:** You can be partly right and still be all wrong!

Just give us your idea of what

Better Homes & Gardens is and does . . .

If you try to describe BH&G piecemeal, as the blindmen did the elephant, you may come out wrong. For instance, you might say BH&G is a woman's magazine, since it has an audience of over 8 million housewives. But you'd only be partly right because nearly half of BH&G's readers are *men*! BH&G is a "big buy" in so many ways that it's hard to describe.

You may win up to \$3000 in merchandise just for giving us *your* ideas about BH&G—what it *is* and what it *does* for its advertisers, via its readers. Say anything you like—we won't quote you. It's not the purpose of this contest to get your thoughts for a testimonial.

There's no law against calling your local BH&G representative if you have any questions you'd like to ask about the Big Buy in magazines.

The "Big Buy" in magazines is . . .

\$10,000 IN PRIZES YOU CHOOSE YOURSELF

from the pages of BH&G!

FIRST PRIZE	\$3000
SECOND PRIZE	\$1000
3 THIRD PRIZES, each	\$500
15 FOURTH PRIZES, each	\$100
20 FIFTH PRIZES, each	\$50
80 ADDITIONAL PRIZES, each	\$25

PLUS A FREE GIFT FOR EVERYONE WHO ENTERS!

How it works: If you win, you may choose any advertised item or items with a total retail cost that's up to the amount of your prize from any 1956 issue of BH&G. All prizes must be selected by December 31, 1956.

*See opposite page for Contest rules
and entry blank* >

Better Homes & Gardens

Meredith Publishing Company, Des Moines 3, Iowa

FACES of the fortnight



Westinghouse's Chris Witting: paying the price of admission

Westinghouse's Witting envisions a comeback

After a troublesome five-month strike which dried up its distributors' inventories by Christmas and virtually killed the first quarter of this year, Westinghouse Electric Corp. is launching a high-voltage campaign to make a comeback in the appliance market. Spearheading the attack on the all-important consumer goods front is personable young (41) Chris J. Witting, vice-president and general manager of Westinghouse's consumer products divisions since last November.

Witting's most pressing problem is to re-establish Westinghouse as a major force in the electrical appliance market, both with its dealers and with the public. He admits that this will cost money, and a lot of it. "But," he adds, "to get back into the market we have to pay the price of admission," and Westinghouse is willing to pay. Witting won't say exactly how much, but about \$32,000,000 is earmarked for advertising for the balance of this year, and the bulk of it, he intimates, will be put behind consumer products.

In Westinghouse's arsenal are a raft of new and/or improved appliances from all divisions: "a competitively priced" 22-in. color television set with a unique rectangular tube, compact enough to fit the floor space of a standard black and white 24-in. set; portable

TV (a 17-in. set by August, followed by a 14-in. model); a new line of built-in appliances, including four newly designed kitchens, built-in laundry equipment; a new line of "decorative lamps."

Strategy will cut across product lines, beginning with a six-week pre-sell drive in newspapers and on radio ("while distribution pipelines open up"), followed by a full scale ad campaign using all media, and a continuing effort aimed at Westinghouse dealers (many of whom lost interest in Westinghouse lines during the strike).

Witting's immediate goal: to sell "12 months' production in nine months' time." He thinks Westinghouse can do that and more, forecasts consumer product sales of \$1 billion "in the foreseeable future," possibly by 1960. This is about a 40% increase over the company's 1955 consumer sales.

To accomplish his goal, Witting, a man "with no spare time," is prepared to spend 14 or 15 hours a day at his desk in Westinghouse's Pittsburgh headquarters, when he's there. 70% of his time is spent in the field, in flying visits from regional office to plant to distributor meeting. His watchword and ad theme: "Watch Westinghouse."

Peterson is marketing head in Ex-Lax product expansion

This year, Ex-Lax, Inc., maker of the nation's best-known and best-selling

Enter BH&G's \$10,000 Contest...

FOR ADVERTISING AND AGENCY PEOPLE ONLY!



120 PRIZES TO WIN! FOLLOW THESE EASY RULES:

1. Type your entry on your company letterhead. Tell us what kind of a magazine you think BH&G is, and what it does for its readers and advertisers. For instance, you might say: "It's a big buy for advertisers because it's a magazine that generates action from men and women who are able to buy and want to buy anything that contributes to better and happier living." Use as many words as you need.
2. Attach an official entry blank (the one below or a reasonable facsimile) to your entry. Be sure to fill in your name, firm name, and address. Contest closes May 15.
3. Entries will be judged on aptness, penetration and interest. Judges' decision will be final. Duplicate prizes in case of ties. Entries become the property of Meredith Publishing Co. and no entries will be returned. Your statements may be used, but never your name.
4. Contest is limited to national advertisers and advertising agency personnel. Employees of the Meredith Publishing Co., J. Walter Thompson Co., or their families, may not compete.

OFFICIAL ENTRY BLANK

(Cut out and attach to your entry)

BETTER HOMES & GARDENS "10th Anniversary" Contest, Dept. T-3

Des Moines 3, Iowa



Your Name _____

Your Firm Name _____

Your Job _____

Address _____

City _____

State _____
Zone _____
Remember... everyone who sends in an entry will receive an attractive gift from BH&G, free. Contest closes May 15, 1956.

Los Angeles bound?

From pool to Polo Patio,
from lobby shops to Lanai suites,
from Coffee Bar to Crystal Room,
from gardens to garage,
from maids to Maitre d',
the Beverly Hills offers the
utmost in relaxation, comfort,
service, cuisine.

BEVERLY HILLS HOTEL

Hernando Courtright, President
BEVERLY HILLS • CALIFORNIA



Elks are
active
sportsmen
who can
afford
to buy
the best!

With median personal incomes of \$6,740, Elks are financially able to indulge in their favorite sports.

58% fish.

41% hunt.

7% skeet or trap shoot.

33% play golf.

24% other sports.

Sports equipment advertised in The Elks Magazine will sell this man market of 152,497 Elks (ABC Dec. 31, 1955).

Largest circulation of any fraternal magazine!

THE **Elks** MAGAZINE

New York Chicago
Detroit Los Angeles



Ex-Lax's Robert Peterson: expand the old, develop the new

laxative, celebrates the 50th anniversary of its founding. Amid the usual festivities, the Brooklyn (N.Y.) company is planning ahead for the next 50 years, a plan of expansion with emphasis on new products. The man who will head up the marketing end of the expansion is good-looking Robert A. M. Peterson, just appointed to the newly created position of Ex-Lax marketing director.

Peterson will be a marketing director

in the fullest sense; he'll direct every phase of the Ex-Lax marketing program from package design through advertising, sales, merchandising and public relations. His interest will be both with Ex-Lax itself and several other products which are currently in regional distribution (such as Jests, an anti-acid). His main objective, Peterson explains, will be two-fold: "to develop new products, and to expand the sales of existing products."

New Jersey-born Peterson began his marketing career with American Home products as "the next best thing to a scrubwoman." After getting some advertising experience there, Peterson served 4½ years in the Air Force, then formed his own company (Peterson Enterprises, Inc.), selling portable beverage dispensers and printed paper sunshades for use in baseball parks. Prior to joining Ex-Lax, lean, pleasant Peterson was associated with Colgate-Palmolive Co., Carter Products and Kenyon & Eckhardt.

A. B. Dick Co. attacks the sales training problem

In the last 10 years the duplicating industry has undergone tremendous growth, thanks mainly to new, more efficient and more economical duplicating machines. But these new machines also brought with them a mass of technical data which the industry's



Caption by—S. J. DABSON

"Jolly, I want you to get acquainted with this young fellow—he's a shorthand expert."

salesmen must understand in order to do a proper selling job. As a result, the industry's biggest problem today is maintaining adequately trained sales personnel.

One of the industry's leaders, Chicago's A. B. Dick Co., took a major step toward solving this problem last month with the appointment of Georgia-born, 43-year-old E. P. "Jeep" Jordan, Jr., as general sales manager. Jordan, who started with A. B. Dick in 1935 after graduating from Annapolis, worked up from truck driver through shipping, service and sales to his newest job, now has the task of training the 1,600 salesmen working for the 239 independent distributors who carry A. B. Dick duplicating machines and equipment.

To carry out his training program, Jordan has 23 district managers who operate under five regional sales managers. Most of the training, Jordan points out, is done on the job. When a distributor hires a new salesman, one of the 23 district managers trains him on the specific methods, operation and advantages of A. B. Dick's machines. Prior to introducing new machines, Jordan conducts formal training sessions for both his own sales staff and the distributors' salesmen. "The whole



A. B. Dick Company's E. J. Jordan Jr.: sell the service, not the machine

idea," Jordan explains, "is to get over to the salesman that he's selling a service . . . not a mechanical device."

Jordan also holds quarterly meetings with key A. B. Dick and distributor personnel to exchange marketing data, mainly to keep posted on distributors' needs and problems. These meetings, "serve as an excellent crystal ball for future sales planning."

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*From current study by TIDE, The Magazine for Marketing Management, March 24, 1956 issue

THE ROANOKE TIMES • THE ROANOKE WORLD-NEWS
Roanoke, Virginia

Stranded in Suburbia...

When suburban fathers go off to work—as suburban fathers must—their absence is felt in more ways than one

When the male population leaves Suburbia each workday morning—millions of housewives are left virtually prisoners in their own homes.

For, while many harried wives drive Dad to the station, 11 million others stand and watch Dad go, taking with him their link with the outside world—the family car.

In millions of other homes, however, Mother is *not* cut off from civilization when Dad departs. For the family has a *second* car in the garage.

How did it get there?

How did millions of American families get the idea they could afford a second car?

It didn't just occur to them. Few American families *automatically* think of themselves as two-car families. The notion had to be *planted*.

And there was nothing haphazard about the way the planting was done.

Ford anticipated a growing need in the postwar migration to the suburbs. By taking advantage of this need, Ford hastened the development of the "two-car family."

The result? Well over a quarter-of-a-million



In that *left-behind* feeling, Ford finds a billion-dollar opportunity

families are "Two-Ford Families." More than a million other two-car families include a Ford.

A vast new market has been opened for the future—well ahead of its time.

The expanding *needs* of "Suburbia" extend to virtually *every* product. Indeed, people everywhere have gained the *ability* to live better. *Creative marketing* can cut down the time it would normally take these people to raise their living standards to the level they can now afford.

J. WALTER THOMPSON COMPANY

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, São Paulo, Rio de Janeiro, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne, Tokyo, Manila

A 52% increase in net profits reflects . . .

Pepsi-Cola's new marketing strategy

- Seven years ago Al Steele joined Pepsi-Cola Co.
- Since then it has cut Coca-Cola's lead way down.
- Here are the marketing moves that did the job.
- And how Pepsi hopes to expand still further.

WHEN Alfred Steele left Coca-Cola in 1949 to join Pepsi-Cola as vice-president in charge of domestic sales and operations, president Walter Mack predicted that "if he hits, he'll hit hard; if he misses, he'll miss the same way." Now, seven years later, it's quite plain that Steele (now Pepsi board chairman) hit the ball right out of the park.

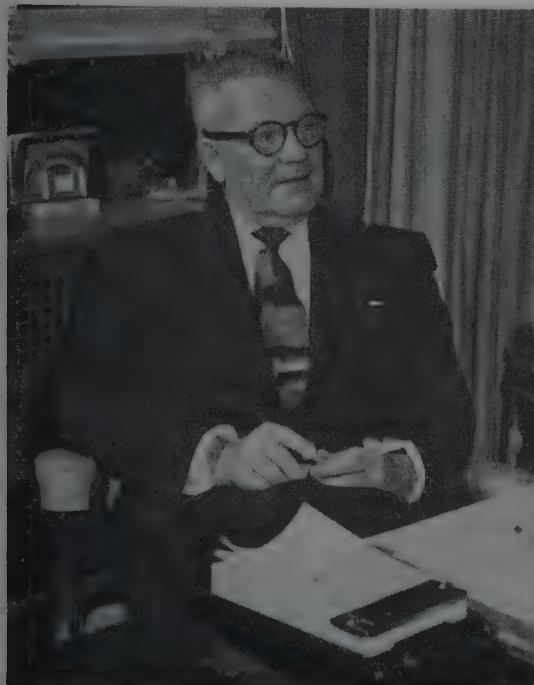
► How in five short years he has turned a \$100,000 loss (in 1950's first quarter) into a \$9,500,000 profit (in 1955) is a saga of marketing strategy. Steele began by changing the product

itself, reorganizing the management set-up, developing a new advertising philosophy, bringing Pepsi out in new bottles and, finally, overhauling the entire distribution policy. The results are nothing short of phenomenal and the full effect is still to be felt. Over the five-year period Pepsi's case sales have jumped 113% (compared to an industry average of 29%) and last year's net profit was a whopping 52% over 1954.

In short, while Pepsi is still running a poor second to Coca-Cola (1955 sales: \$144.7 million, more than twice Pepsi's), it has narrowed the sales gap

from about five to one six years ago to about two to one today. This is a remarkable achievement in the face of Coke's legendary saturation distribution and it means that Pepsi-Cola is now considered the real bellwether in the soft-drink industry. Every move the company makes is watched as closely as a paycheck, especially by Coke, and not infrequently's Pepsi's moves are quickly adapted to other soft drink companies (also including Coke).

► Steele's marketing moves are geared closely to the changing concept of the American market. The firm is acutely sensitive to such socio-economic change as the shift to the suburbs, the rise of the shopping center, family entertainment by television, the increase in leisure time and other, similar factors. With his finger firmly on the pulse of the "new market," Steele indulges in this bit of philosophy for the whole



Pepsi-Cola's chairman Alfred N. Steele, International head William B. Forsythe, president Herbert L. Barnet: In seven years, a new flavor, new markets and a whopping jump in sales.

industry: "We fill no basic need of man. Our products don't clean teeth, shine shoes or add hormones. We sell a simple and happy custom to mass, living America and mass, living America will not stand still while we muddle. It is restlessly and energetically on the move and the speed with which it adopts the happy custom of relaxing with a soft drink depends directly on the vigor with which we promote that custom."

Pepsi's promotional vigor began when Steele took over and hasn't relaxed since. Before joining Pepsi, Steele was first vice-president of Coca-Cola Co., before that vice-president in charge of the New York office of D'Arcy Advertising (then Coke's agency), and before that advertising director of Standard Oil of Indiana for seven years, where he built a solid reputation as a capable executive whose special talent was merchandising.

When he moved into Pepsi, Steele quickly put that talent to work. There was considerable bottler discontent at the time, especially over the deal to get him, which involved an \$85,000

salary and an option of 16,000 shares of Pepsi stock and also over Pepsi's bottle sizes and even its taste. Steele immediately revised the corporate set-up to give more attention to the bottlers. As Steele says today: "If we have accomplished anything, it's in the changed concept of the bottler. . . . They discipline the business. They keep it strong. As they go, so go we all. In all of America the soft-drink industry is well-nigh unique in this respect: control of sales does not rest with the national manufacturer, but is made instead through another group—an independent group—called bottlers."

Eight regional offices were set up to decentralize command (only last year, the eight regions were grouped into four divisional authorities, each headed by a company vice-president). It became easier for top company men to concentrate on over-all policy with field men looking after sales.

► How successful Pepsi's arrangement has been was pointed up this January. Coca-Cola created a bottlers' sales divi-

sion under vice-president Curtis H. Gager very similar to Pepsi's. Parent bottlers were made regional managers and assumed responsibility for sales development in their areas. Production and fiscal matters, formally under their control, were transferred to the fiscal division of the company. This will give them full time to develop sales, apparently to meet the growing competition from Pepsi.

► Steele also called in an eminent bio-chemist and the product was changed (apparently to as much like Coke as bio-chemistry could make it). Then Steele dropped Pepsi's paper label, which had a habit of soaking off, and applied a lighter, cleaner lithograph right on the bottle.

This solved the bottlers' chief complaints of the label and product, but it didn't answer concessionaires' complaints that the 12-oz. Pepsi bottle left customers with no appetite for peanuts and candy bars. With this simple problem began the revolution in soft-drink bottling that is still going on.

Pepsi-Cola's advertising strategy



Pepsi-Cola's advertising has clearly been among the most successful in marketing. Thanks to board chairman Steele and, until recently, his alter advertising ego, John Toigo of Biow Co., Pepsi's ads took on a fresh modern look that caught today's youthful spirit and capitalized on it. The biggest news on the Pepsi ad front recently is, of course, Pepsi's switch from Biow (and Toigo) to Kenyon & Eckhardt.

As Steele tells the story behind the switch, he noticed one day last summer the striking similarity between the "light, modern look" of Pepsi's ads and Philip Morris' "gentleness" campaign (see cuts).

Pepsi officials felt the similarity was "too much of a coincidence,"

particularly since Philip Morris was also a Biow account, with John Toigo working on it. They were also dismayed to learn that staff men who normally worked on Pepsi's campaigns had been assigned to the Philip Morris group. The situation gradually disintegrated, resulting in the breakup of the 20-year association of Steele and Toigo.

They first met at Standard Oil of Indiana, then when Steele went to Coca-Cola, Toigo moved to the D'Arcy agency to work on the soft drink account. After Steele switched to Pepsi-Cola, so did Toigo—working on Pepsi at Biow.

Steele thinks Toigo, who is now Schlitz's marketing director, is able to "articulate concepts" better than

anyone else he knows. The two men are responsible for ending the carnival-like aspects of Pepsi promotion, turning it sophisticated.

Meantime, Pepsi-Cola, which is probably a \$7,000,000-a-year account, has been putting half of its ad money into local media-spot radio and television, newspaper and outdoor (the other half goes for national magazines and Sunday supplements). Much of the local money goes to division managers, who in turn allocate it to bottlers in ratio to their purchases of concentrate from the company. One reason Kenyon & Eckhardt got the Pepsi account is its large staff of agency field men who can advise bottlers on spending the cooperative budget. (Some industry officials estimate Pepsi bottlers also spend upward of \$7,000,000 of their own money on ads.)

You can expect Pepsi's "light" theme to continue. In fact, the company has just renewed Polly Bergen's contract (she gives radio & TV commercials) for another year. Miss Bergen embodies the Pepsi idea: slim, trim, calorie-conscious. She's the latest refinement in a long line of promotions that include the famous "twice as much for a nickel, too" jingle, Pepsi & Pete—the Pepsi-Cola cops, Faye Emerson ("as her decolletage dropped, sales soared") and Phil Regan, who was

► Pepsi divided up its market and cannily decided to fit bottle sizes to individual markets. It kept the 12-oz. bottle for the home market, brought out an 8-oz. bottle for concession sales in ball parks and the like, and introduced a 10-oz. size in southern markets to challenge Coke's position.

Sales clearly showed that such a division was right. Once-a-week shopping in the burgeoning suburbs and a survey which showed that at least two-thirds of all soft drinks are consumed at home convinced Steele & Co. they should promote the 12-oz. bottle—and its quality—heavily. It has been this size and its impact on take-home sales that have put the pressure on Coke. In February, 1955, Coke was moved to bring out a 26-oz. bottle—and for good measure also a 10-oz.—in an effort to capture more of this market. It was Coke's first retreat from the 6-oz. bottle in more than 40 years.

Pepsi also came out with a 26-oz. bottle "early last summer," but it was not Pepsi's first venture in the quart-bottle (26-oz. to 32-oz.) size. In fact,

Pepsi takes credit for pioneering the quart size in the '40's (some bottlers in Baltimore and other southern areas still push the 32-oz.). But it appears the field may now concentrate on the 26-oz. Pepsi officials say their 26-oz. is now leading in 76 markets, should be in 100 by the time of heavy summer consumption.

Pepsi welcomes Coke's entry into the large-size field because, as Pepsi President Herbert Barnet puts it: "More attention is focused on both our products. More people are cola conscious than ever before." Obviously, Barnet thinks the total cola market can be expanded still further (per capita consumption is up from 37 bottles of soft drinks a year in the mid-1930's to nearly 190 bottles today).

➤ Just as important (if not more) as the take-home market is the on-premise market. The vending machine industry has, of course, revolutionized soft-drink consumption habits. Coke has a huge lead on Pepsi in this area, largely because Pepsi just about ignored vending



Vice-president D. Mitchell Cox

machines before the advent of Steele just as Coke's bright red coolers were becoming a national institution. Coke, however, neglected the then-new cup vending machines and it was in this area that Pepsi saw its opportunity.

It naturally prefers to have Pepsi exclusively in cup machines but it doesn't hesitate to go in with multiple flavor deals where it has to. The result is that Pepsi is now in second place (to Coke) in machine-sold brands, up from fifth place only a few years ago.

Even so, Barnet estimates that only 5% of Pepsi's volume is in vending machines compared to Coke's 35%. Consequently, Pepsi is making a determined effort to get an even bigger share of this market. "Every new office building, hospital, factory and school house is a potential market," says Barnet. "We want a machine in every one of them." The company hopes that it will do the job with a machine new to the vending industry. It is a pre-mix machine that is filled with Pepsi mixed at plants and delivered to machines in 10-gal. stainless steel barrels (instead of mixing syrup and carbonated water in the machine itself). "It will be," says Pepsi, "like having a drink poured from a 10-gal. bottle of Pepsi-Cola." More important, it will mean no fuss with bottles, uniform quality and easier selling in such places as industrial plants and hospitals.

► Similarly, Pepsi is paying considerable attention to fountain sales, another area it pretty much neglected before Steele. As a result of a planned program for lining up new outlets, Pepsi had a 180 %increase in syrup sales during the past five years. One force behind this dramatic increase is fountain sales vice-president Donald Kendall's "Fountain Sales Crew," which is



**Similar Pepsi-Cola and Philip Morris ads:
was the "light refreshment" handed too much "gentleness?"**

Pepsi's answer to Coke's Morton Downey.

Says ad vice-president Charles Derrick: "It takes awhile to develop a personality for a product but Miss Bergen is doing fine. We block out her year in advance to give her adequate time for nightclub engagements. She plays hostess at county fairs and even azalea festivals, and has been well accepted."

Miss Bergen's identification as the Pepsi-Cola girl is but one way ex-Canadian Derrick "merchandises the advertising." Another: since he feels "the advertising department should be a service department for the bottlers" he has spent five years refining a book showing Pepsi's ads for the year plus mats for sale, which goes to all bottlers.



Domestic sales vice-president Richard H. Burgess, International executive Henry M. Winter

an aggressive group of young sales trainees who tour the U.S. in constant search for new outlets. They, in turn, are followed up by bottlers' representatives who capitalize on the groundwork laid by the crew."

While a dynamic economy almost guarantees expanding markets in the domestic field, the foreign market is also getting increased attention from Pepsi. As one official says: "We're out to make Mexicans forget they ever heard of tequila." With 29 bottling plants in operation south of the border, they may just do that.

► Pepsi has been doing an overseas business since 1937, but not until 1954 was Pepsi-Cola International set up as wholly owned subsidiary. Today there are 242 Pepsi-Cola bottling plants serving 71 countries and 230 million people outside the United States. Three plants have been opened so far in 1956, and

the company expects to have 18 in operation before the year is out. In 1950, when Steele became president, 166 were operating. The 260 in operation by the end of the year will mark a 44% gain since 1950.

Heading up Pepsi International is William B. Forsythe, who has been with the company since 1939, when he was named general manager for England, Europe and British possessions. Chief executive officer is Henry M. Winter, who spends much of his time logging air miles visiting Pepsi's 13 international regions.

Pepsi-Cola International gives overseas bottlers the same kind of close support U.S. bottlers receive from the parent company. And how it aids the local economies is pointed up in a simple statistic: right after World War II almost 100% of bottling materials were purchased in the states; now almost 95% are purchased in the local regions.

► Allied to this international operation is the arrangement made with "the man from Schweppes" to sell Schweppes' quinine water, club soda and ginger ale in the U.S., in return for Schweppes' distribution of Pepsi in England. Many in the soft-drink industry think Pepsi brought Schweppes to the U.S. from England, where it's a prestige product—to help upgrade Pepsi over here. It would get into the best kind of tavern and restaurant outlets. The quinine water was introduced in New York in 1953, the soda and ginger ale roughly a year later. Now 18 bottlers are producing Schweppes and shipping to distributors located in 167 markets, reaching some 300,000 retailers.

What lies ahead for Pepsi? In 1952, Pepsi case sales were about 130 million a year. In 1955, industry spokesmen estimated sales at 200 million. Steele & Co. are out to double that figure.



Vice-presidents Donald M. Kendall of syrup sales, J. Charles Derrick of advertising

Tomorrow's leisure time trends

The accompanying article is the last in a four-part TIDE study of a U.S. phenomenon of paramount importance to marketers: the growing amount of free time for people of all income levels. This new leisure is a challenge to sellers of everything from food to fun, because it is in this area that consumption can catch up with production.

Part I in the series (TIDE—March 10) put this phenomenon into a marketing perspective, explaining not how it happened but

what it means in terms of selling. Part II (TIDE—March 24) described the complexity of the market—exploring the tastes of such national groups as wage earners and the retired and various U.S. regions. Part III reported how some companies successfully selling the leisure market do the job and plan for growth. Part IV, which concludes the series, shows how wants and needs will change as people grow more accustomed to more leisure time.

"AS MORE & more Americans' energies pour into efforts to amuse themselves, organized or unorganized, the pursuit of happiness becomes an insistently reputable thing."

"Soon we shall have a new generation that has not made a god of work, that does not apologize for having fun."

Those two remarks by (respectively) Newsweek's Life & Leisure editor Virginia Kelly and Holiday editor Ted

Patrick suggest what people may be like as they gradually grow aware that leisure time is increasing—for them and for everybody.

► Clearly, as the chart on pp. 35 and 36 shows, leisure time is increasing—and will continue to do so to the point where it is as important a part of life as work. Further, it is growing for everyone, no matter what his income,

occupation, education or social status. In those facts lies a mammoth market for any & every comer—one, some economists think that could take up any slack between tomorrow's production and consumption.

Today and tomorrow's leisure man, however, is no simple man. As editors Kelly and Patrick imply, he may worry that somehow play is wrong. As sociologist David Riesman points out, today's



Editor Patrick: soon people won't apologize for wanting to have fun



Psychologist Dichter: from now on, you have to sell the family first—and that means the women first



Ebony's Johnson: there are too few outlets for Negroes' leisure wants

man, no longer battling a hostile environment and often facing demands to conform, may need to use his leisure to maintain and develop his own tastes and interests—in short, his individuality. Other sociologists wonder whether the growing number of older people, for instance, know how to use their new leisure time.

Answers to such complex questions are hard to find right now. One reason is that too few really comprehend that the increasing abundance of leisure time implies a new way of life—particularly in 10 or 20 years from now.

► Basically, there are three ways to chart the future market for leisure time goods & services—the market developing over the next 10 or 20 years. The first way is to appraise the broad changes taking place in general living patterns—the fact that the suburbs may grow by 85% over the next 20 years, the rising interest in family life and the home as the leisure time center. That brings up, for example, the changing status of women—particularly the housewife who not only has more free time as the housekeeping chore diminishes but who must think of the home as a leisure time center. In other words, tomorrow's leisure market will be af-

fected by the wants & needs of various groups of people—not only housewives but the retired, the huge number of teen-agers who'll be around in the 1970's, the Negroes, etc. Third, there is the question of what influence today's leisure activities will have tomorrow—television, travel, sports like baseball, bowling, fishing, etc.

Of the three keys to tomorrow's leisure time market, perhaps the most important is the changing situation of the U.S. family. If weekend leisure has done one thing to society, it has welded the family more firmly together than ever before. And as the leisure masses head for a four-day week, as observers like Holiday's Patrick think, the U.S. family should have even more spare time for itself.

The future importance of the U.S. family in the spare time market is put this way by sociologist Riesman: "The circle of home activities is . . . one example of leisure activities which may have a far more important influence on general economic expansion than we are willing to recognize. We can view the house as a great consumer of leisure . . . The house allows people to accumulate play-tools as well as work-tools: books and records, TV, toys, games—the whole gamut of play materials."

As for changes in the family, "the area in the U.S. where leisure will be most centered," Dr. Ernest Dichter, head of the Institute of Motivational Research, thinks there will be four major ones.

► First, and perhaps most important, says Dichter, "the balanced, emancipated woman is developing. She is not so jealous of her role in the house, giving some of the household tasks over to her husband. Interestingly, her husband wants her to participate. Furthermore, the woman, generally, will no longer say, 'I can make as much money as you.' She is saying and will say more often, 'We can make a lot together'."

This new woman, maintains Dichter, is important for U.S. marketers to comprehend. "For one thing, women will become greater participants in leisure activities. One of our studies shows she will do more fishing. This will give rise to a different kind of product. Women, for instance, will want pretty fishing rods, rods that look good. Furthermore, women will have a more dominant role in inspiring a man's decision to enter a leisure activity at home."

A recent consumer attitude study by the Chicago Tribune's research staff backs up Dichter's view. Investigating sales in building supply stores, research director Pierre Martineau found that the woman plays a dominant role in getting a man to "do it himself." The

study showed that the woman is a major factor in the initiation of home improvement projects, that two-thirds of the women queried are willing to go to a lumber yard themselves and make a purchase, that one-third actively participate in the work.

For marketers, the question is what tomorrow's leisure woman will do with her new spare time. For example, Woodrow Wirsig, editor of Woman's Home Companion, finds that despite the great saving of time which automatic appliances make possible, "some homemakers spend almost as much time over laundry as they did with old methods because new equipment has raised the family's standard of living." Spare time marketers surely could capitalize on providing women with something more exciting to do than more laundry.

► Dichter's second major point about the changing situation of the U.S. family: "As woman's role shifts, so will the man's in the next five and 10 years." Dichter thinks tomorrow's leisure male will seek more leisure activities to affirm his masculinity, to find more self expression. "This search for greater masculinity through leisure activities will not exactly be a flight or seeking refuge from the increasing dominance of women. In the immediate future, it may be a little like that. But in the long run, man, through leisure, will be accustomed to his new role in the family. This means business must study

Farm expert Decker: the farmer is a great new leisure products customer



Tomorrow's market for leisure time products & services

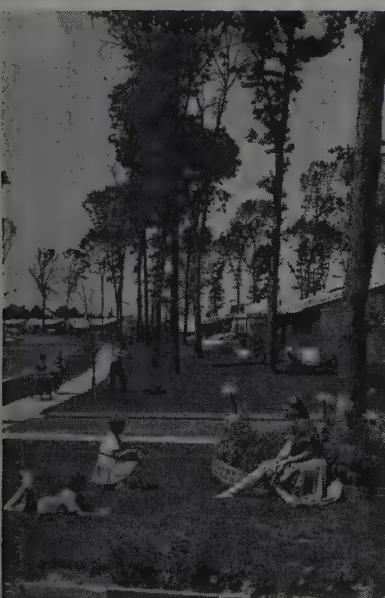
► MORE FAMILIES WILL HAVE MORE MONEY TO SPEND



Disposable income after taxes for consumer spending units

	1956	1960
\$7,500 and up.....	5,100,000	9%..... 6,600,000 11%
\$5,000-\$7,500	9,500,000	17%..... 16,200,000 27%
Under \$5,000	41,400,000	74%..... 37,200,000 62%
Total spending units	56,000,000	60,000,000

► THE SUBURBS WILL CONTINUE TO GROW



1955 population □

1975 population ■

Suburbs of
168 biggest
metropolitan areas

45,114,000

83,377,000 up 85%

Cities within
168 biggest
metropolitan areas

51,565,000

59,853,000 up 16%

Other
(smaller cities,
rural areas)

68,569,000

65,233,000 up 24%

Total U.S. population

1955

165,248,000

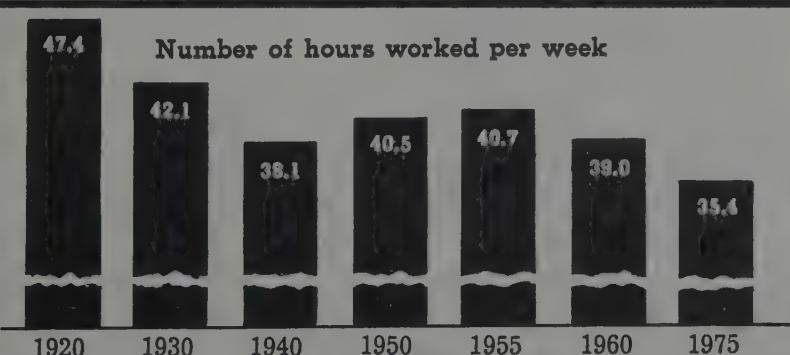
1975

228,463,000 up 38%

► THE WORK WEEK WILL CONTINUE TO DIP



Number of hours worked per week



continued on next page

► HOUSEWIVES WILL SPEND LESS TIME ON HOUSEHOLD TASKS



For example: Today, General Electric estimates, electricity equals 41 servants in the home.

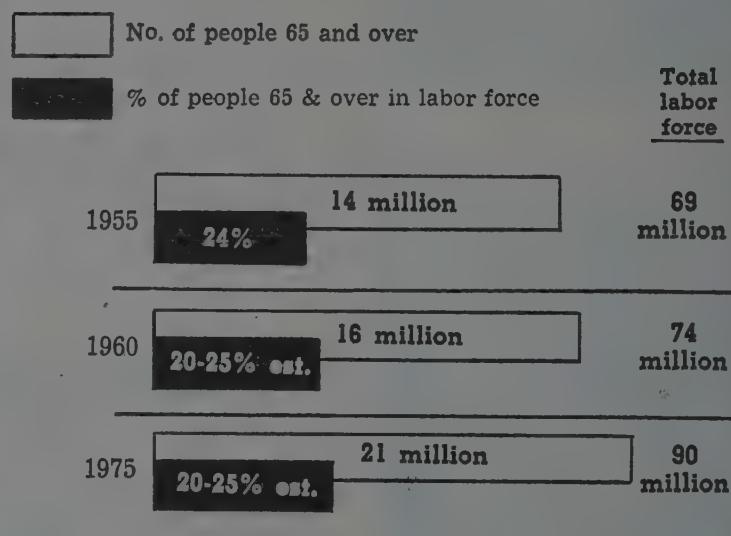
By 1965, General Electric believes, use of electricity in the home will grow to equal 90 servants.

► MORE PEOPLE WILL RETIRE EARLIER WITH SOME INCOME

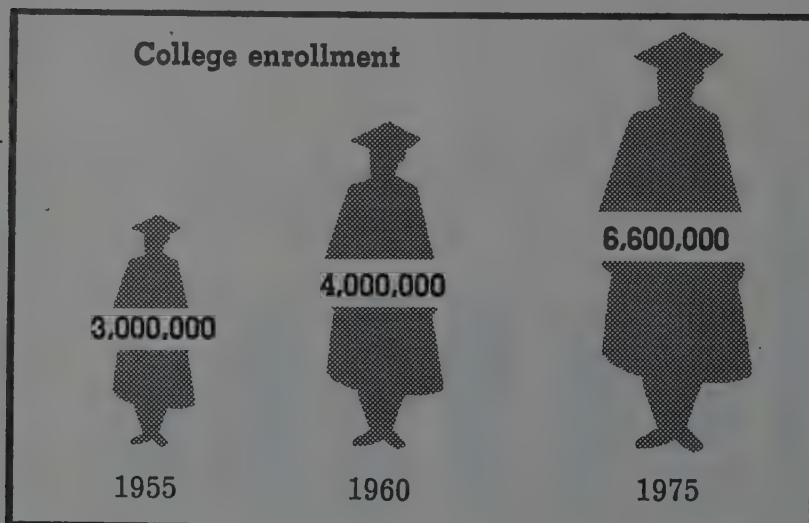


The Social Security Administration estimates that in 1975 there will be more than 20,000,000 people over 65 in the U.S.

Four out of five of them or 80% will be eligible for Social Security payments.



► MORE YOUNG PEOPLE WILL GO TO COLLEGE THAN EVER BEFORE



... but tomorrow's market for leisure time products & services needs planning for—
now

Sources: J. Walter Thompson; U.S. News & World Report's Economic Unit;
President's Materials Policy Commission, 1952.

him, as well as his wife, in a new framework."

Dichter finds, for example, that there will be more male cooking and other male hobbies within & around the house. Holiday's Ted Patrick agrees, says the trend toward more male interest in the home as a leisure center will grow "both of necessity and interest. You'll find more gardening, more cooking, more furniture-making — by men." New York's R. H. Macy department store already finds that "men are cooking more. They're therefore interested in all products that pertain to that activity from food spices and herbs to cooking equipment."

► Dichter's third major point about the family's changing leisure time habits: "More and more families today are planning their next leisure purchase. Items which previously were luxury articles have become mass items through family planning. The family says to itself, 'This year we'll buy a car, next year we'll buy a boat.' If business can show people how to plan, how to get a product without straining the budget, you have great markets for leisure items like boats, summer cottages, hi-fi and the like."

This means, thinks Dichter, that leisure product marketers must take on a new role themselves: get away from the buyer-seller arrangement, go into "partnership" with the leisure consumer, be closer to the consumer's inner wants and needs.

► Finally, Dichter feels that greater selectivity and taste will mark the leisure masses of 10 and 20 years from now. "Better tastes on the part of the family means that companies will need to produce better product design. There will be a greater particularization of purchase. Tomorrow's leisure consumer will become more sophisticated, the increase in the use of wine at the dinner table is an example. TV programming will have to be better to sell better designed sets. Similarly, advertising will have to be more sophisticated, certainly if only because tomorrow's consumer has more spare time to look it over."

"Tomorrow's maturing taste pattern means an orientation toward culture, thinks Dichter. He predicts greater interest in intellectual pursuits, e.g., art, theater ("like New York City's little theater movement"), reading and music. Holiday's Ted Patrick agrees, says that "Sports and other leisure activities can hardly satisfy all the needs we'll have. The biggest need I see is more adult study and education, more teaching through media. Tomorrow's interest in travel certainly will increase our interest, and future generations' interest, in

languages and history of foreign places."

If the housewife is one big national group whose status is gradually changing, thanks to more leisure and more money to spend for it, another big group in for change, too, is the nation's 24,000,000 hourly paid wage earners. Writing in *Challenge*, Henry J. Meyer, professor of sociology at New York University's School of Arts & Science, offers some clues to what tomorrow's wage earner, and the labor force as a whole, will need in the way of leisure. "In 1975, if the economy is operating at a high level, some workers may still work overtime at their primary jobs. Those who will be content just to work fewer total hours, however, may become more and more typical as workers move to suburban homes. There, they will have a chance to develop new outside interests."

In addition, thanks to automation, "we may, by 1975, need a new name," says Meyer, "to describe the skilled worker who knows how to control dials, tapes, signals, speed and timing devices." This oncoming occupational shift from "hand" to "brain" work for more & more wage earners, thinks Meyer, will encourage more interest in education and leisure time hobbies.

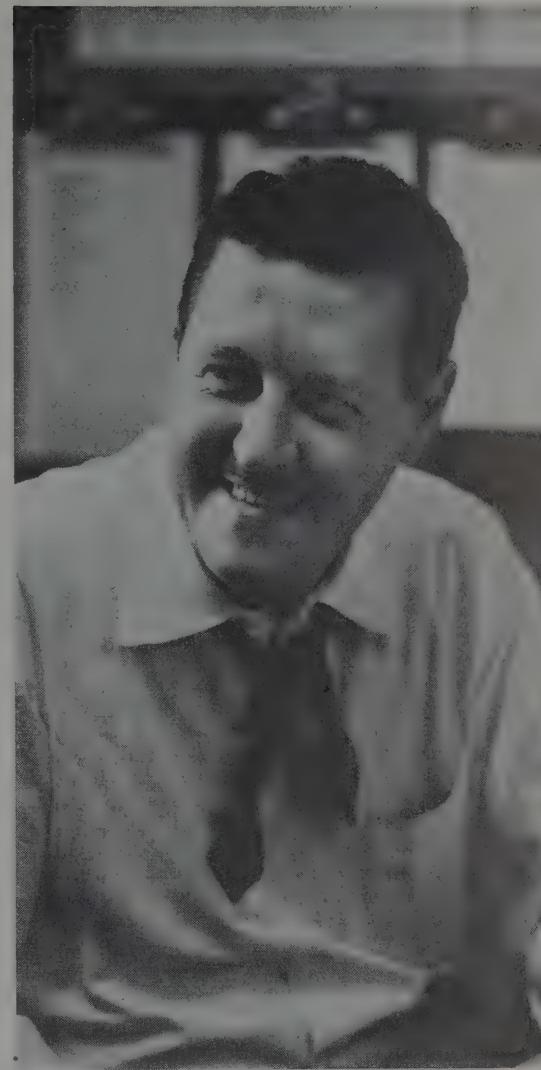
Sametime, Meyer feels, "more people will work in 'tertiary' industries. . . . Recently, the occupational shift has been away from secondary industries, which convert raw materials into finished products, and into tertiary industries such as repair services, trade, administrative jobs, entertainment and other leisure-time services."

Interest in leisure will also be bolstered by the U.S. wage earner's security in his standard of living, thanks to his collective bargaining power through unions and his growing closeness to the over-all operations of his company.

In short, concludes Meyer, tomorrow's wage earner will "be more likely to make decisions about his job and the expenditures of his earnings in the light of an over-all life picture, including the interests and desires of his family."

► If the active worker has, and will have, more & more money for leisure, his older counterpart, the retired worker, faces the prospect of all the time in the world, but limited money to spend for it. According to The Twentieth Century Fund, over one-third of Americans over 65 have no steady income, while another third have a yearly income under \$1,000.

The Twentieth Century Fund thinks though that there's bound to be improvement in older people's income over the next 20 years as public and



SI's Johnston: he thinks the sport with the biggest future is golf



Sportswriter Smith: don't undersell the continuing lure of spectator sports

private retirement programs take increasing effect. In 1954, for example, about 10,000,000 more workers were brought into the Old Age and Survivors Insurance System; these Social Security benefits were raised and the law was modified to allow retired people to supplement their Social Security benefits by working.

Important, too, is the Federal Government's growing interest in the income problems of the 65-plus class. President Eisenhower's latest economic report calls for these specific steps to help older people: extension of OASIS coverage to self-employed groups; Federal administration of private welfare funds; greater protection for old people against the economic hardships of illness, through extending employer-sponsored and commercial pre-paid health insurance plans; review of company pension programs to 1) make it easier for persons changing jobs to carry their pension rights with them to their new jobs and 2) to change retirement rules to permit older people who are still in good shape to go on working.

One of Eisenhower's most important proposals is for better housing for the aged, by giving preference to older people and their families in certain public housing projects; granting favorable mortgage terms to builders who will provide more rental units for the aged; and making it possible for third parties—either individuals or organizations—to guarantee the monthly interest and amortization payments of older persons who buy homes under Federally insured mortgages.

► While older people constitute one of the fastest growing population groups in the U.S., they will soon get strong growth competition from the other end of the age pole—teen-agers. The teen-ager leisure wants and needs, con-



Professor Meyer: the wage earner is developing surprising new interests

sidering school hours and vacations, is nothing short of phenomenal when you realize that the 15-19 age group will increase by 20% to 13,381,000 by 1960, second only to the 29% increase of those 10 to 14 in the same period. By 1975, there should be 68% more 15-19 teen-agers than there are now.

Although there is but fragmentary data on teen-age leisure habits, the American Youth Commission believes there are four kinds of leisure opportunities that youth will need in the next few years: 1) more games, sports and outdoor activities; 2) opportunities for creative experience; 3) greater opportunities for social life and 4) opportunities for recreation and amusement at home.

The commission adds that youth would prefer these active and creative



BBD&O's Holte: The Negro needs an invitation to enter leisure activities

outlets to the reading, motion pictures, television and automobile riding with which they occupy their leisure time now. In a study of Dallas, the commission found that only 9% of the youth mentioned hobbies or cultural activities among their principal leisure-time pursuits.

A survey by the Welfare Council of New York indicates that only one boy in five and one girl in 10 has a satisfactory leisure life. Similarly, the National Recreation Commission finds that the mass trek to the suburbs has dislocated teen-agers: "There is confusion and conflict because of the lag that develops in the services these rapidly growing fringe areas offer. Youngsters once in or near their homes after leaving school are usually too far removed from the in-town recreation facilities and programs".

Those selling spare time goods and services to farmers now and in the future have some serious thinking to do when it comes to how to sell them.

Clarence R. "Cap" Lash, agricultural technician of Needham, Louis & Brorby and Arthur Decker, senior vice-president of Buchen Co. (both Chicago) agree that the farmer of 1960 will travel more, become more interested in cultural leisure pursuits. Lash, for one, thinks that "the farmer in years to come will retire earlier. This is because he is getting newer and better machinery, enabling him to make more money faster. For example, my neighbor just retired at the age of 46 and has another farmer operating his farm for him."

The Dept. of Agriculture believes that the farmer is a great new leisure



Caption—TOM ROLLO

"I'll give you a hint, it's a great leisure-time product and it's 90 proof."



ARB's Seller: Only 25% of those watching TV do 40% of viewing

customer, whose resources are yet untapped because the play products marketer still devotes its major efforts to suburbanites and gentlemen farmers. So far, feels the department, few marketers have made suggestions to the farmer about how he could or should have more fun during his leisure time. "The farmer is pretty slow to take to new things. But once he's convinced—the way he is about the tractor or motor truck today—he'll really go to town on it."

► If the farmer stands on the threshold of new leisure life in the next 20 years, so do the nation's 14,000,000 Negroes. As de-segregation, or intergration, progresses, the Negro offers a huge "new" market for leisure products and services, according to Joseph B. LaCour, general manager, and Harry D. Evans, sales manager, of Associated Publishers (representative for Afro-American). LaCour and Evans point out, for example, that a new market for golfing equipment was created immediately after Atlanta's public courses were opened to Negroes; the same thing happened in San Antonio, after swimming pools let down the color bar.

John H. Johnson, head of Chicago's Johnson Publishing Co. (Ebony, Jet, Tan), agrees with LaCour and Evans that the leisure potential among Negroes is great. Johnson points out that the Negro "is much like other races in his desire for leisure time. The problem lies in the fact that at present, although the situation is changing, there are not enough outlets for those desires." For example, Johnson points out that the Negro likes to travel, but

Farm expert Lash: Farmers are growing interested in cultural pursuits

his travel is hampered by segregation. Consequently, the Negro has to plan well in advance where he will stay at the end of the day's drive (Afro-American and Ebony publish sections showing the Negro where he can stop to eat or sleep without restrictions). Johnson thinks that as de-segregation progresses, the travel industry will benefit from the new business the Negro can bring it.

Clarence Holte, Negro expert who guides BBD&O's marketing to Negroes, sees big changes occurring in the Negro's leisure wants and needs. He finds that Negroes are getting better jobs and more of a chance to learn a trade or profession.

Although roughly one out of every four Negroes is still a common laborer, Holte detects a steady shift of Negroes into clerical jobs, foremen's jobs and white collar positions.

► Holte thinks these are the important things to know in leisure product marketing to Negroes:

- The Negro wants to enter participation activities. So far, he has had to make his home his leisure center. Now he wants to get out and play.
- The Negro needs an "invitation" from spare time product marketers to know he's wanted in leisure activities. Holte cites recent Johnson Motors ads in Ebony as a good example of such an invitation—one ad features a Negro father and son with a Johnson Sea Horse. The same thing, says Holte, can be done by hotels, fishing equipment companies and the like.

► If any one group is already nibbling

at tomorrow's leisure trends it is the upper-income group. Holiday's Ted Patrick predicts that travel will continue to increase for this group, thanks to changing concepts of executives' work habits. Executives will be trained to interchange jobs or share the work, thus they'll have more time to travel. "Don't overlook business travel, either. Many companies are opening branches overseas. And legitimate business trips, or 'reward' trips will increase." Patrick thinks that "reward" trips for executives will become fashionable along with other executive inducements.

Patrick's most interesting idea about tomorrow's leisure trends, though, is this: "My own hunch is that there will be less ownership in the future and more rental. You'll rent a car—traffic is getting so congested in cities; you'll rent a plane; you may even rent tires. There might be rental of all kinds of leisure equipment. For example, you go to a motel that caters to golfers. You take a vacation there, play golf with their equipment, then go home without the investment in equipment. For those interested in gardening, there could be a motel catering to them with all the specialized equipment. Or, take a motel for the man who wants to work with the best in power tools, or one who wants to go boating on his vacation without enduring the expense of buying the materials."

But what of today's popular leisure time activities—television, venerable sports such as baseball, travel? How important a leisure influence will they be say 10 or 20 years from now?

Business Week, for example, estimates that in homes with television sets last year, "more total time was spent watching television than in any other single activity except sleep." A. C. Nielsen Co. reports that the "average U.S. television home watched television 6.02 hours per day this January, the highest level of television viewing to date, comparing to 5.81 hours in January 1955. Hour by hour, sets-in-use topped last year throughout the day, except 2-3 p.m., which was a standoff. Biggest gains came at 4-5 p.m. and 7-8 p.m."

But these overwhelming figures don't tell the whole story. For example, American Research Bureau director James W. Seller finds that television's viewing crown "rests jauntily, and firmly, on the heads of the 25% of the nation's TV families who stayed glued to their sets for 40% of this country's total viewing time." This group watches TV on an average of 56.16 hours per week, while others watch between 17 and 30 hours a week.

Further, and this might be expected, ARB figures show that members of the No. 1 group have the most children,

the WOMAN'S VIEWPOINT

By Dorothy Diamond

®

Mixed notices

- How ludicrous it was during the peak of the blizzard of '56 to have radio announcers exhort us to go right out and buy a certain brand of dog food or peanut butter. On TV that night Mike Wallace proved more adaptable. "You'll think I'm out of my mind to talk about spring suits in this weather," prefaced his plug for Bond's clothing which also contained the timely reminder that "the snow can't last forever."
- I was rather amused at the copy approaches used in the same week by three divisions of General Motors. Chevrolet ran a delightful ad in the New Yorker which ridiculed the purchase of a car as a status symbol and kiddingly suggested, "Maybe we could sell more Chevrolets if they were higher priced." At the same time Cadillac promised that mere ownership of its car was—shades of Dale Carnegie—enough to win its occupants' friendship, trust and respect on a trip. (Who's for status now?) Buick, in a tangent I thought ill-advised, placed major emphasis on its "Thrill-a-Minute Club." Instead of "fun behind the wheel," I'd like more emphasis on safety behind the wheel.
- Have you heard the astounding radio testimonial for Eveready Batteries telling how a flashlight scared away a wharf rat about to attack an infant? To me, it's disgusting. Surely there are other ways of dramatizing the value of a flashlight and of getting women to identify themselves with a situation.
- I was pleased to receive, from an oil company in which I own stock, a letter from the president inviting me to apply for a national credit card. Since stockholders enjoy being flattered as good customers, it's not surprising that the response to a previous offer was overwhelming.

More soaps, detergents lead to more confusion

Attractive cylinders containing a powerful heavy-duty liquid detergent are being tested by Lever Bros. in the Midwest. To those who

know the soap industry, Wisk fills a logical place in the Lever hierarchy of products. But to the average housewife, who has remained blissfully unconcerned about the frantic jockeying for position in the industry, Wisk (excellent as it is) adds to the confusion.

In the last few years soap companies have bombarded us with a fantastic number of boxes, bottles and cans. On the one hand we have been assured that a certain product is an all-purpose product. Then on the next page (or the new few minutes on the air) we are told that a special product is required for a special job. Small wonder that

women have become as suspicious of conflicting claims as of Russian peace overtures.

By now a real job of consumer education is needed. I'd like to see somebody (soap company, magazine or woman's page of newspaper) offer an objective review of the field. Some of the points on which enlightenment is needed are: merits of soaps vs. detergents and of liquids vs. powders and flakes; clues for distinguishing light-duty from heavy-duty products by means of the rather ambiguous wording on packages; machine vs. hand use, and (though this may seem like a large order) a run-down of the miracle ingredients.

Discount houses—time for a change?

Why do so many discount houses operate in such relentlessly down-at-the-heel fashion?

The helter-skelter method of heaping merchandise on the floor, the unprepossessing appearance of clerks and their calculated rudeness were instigated, as I recall, to convince customers that they are getting a bargain. Times have changed, however. By now discount houses have become an established (if not universally loved) part of our marketing structure. Since they have become more prevalent, with many within driving distance of one another, customer relations are due for reappraisal.



"an average per family of two under 20 years, and for every two families, three under 13 years."

Although television is way ahead in the battle for people's spare time in the evenings, the Videotown surveys made annually in New Brunswick (N.J.) by Cunningham & Walsh reveal that the family nonetheless is reading more and attending more movies. In 1955, magazine reading increased 50% over 1954, while the number of weekday night movie attendances jumped 60% over 1954.

► It hardly needs to be added that marketers, rather than viewing television as a competitor for leisure time, might view it as a mighty aid in interesting people in a new sport or hobby.

As for today's various sports, assistant managing editor Richard Johnston, of Sports Illustrated, feels that while spectator sports will at least hold their own in popularity, the real boom is in participation sports. With the trek to the suburbs introducing people to outdoor life, Johnston foresees greater futures for boating, skiing, motorcar racing, hunting, fishing and gardening. If he had to pick any one sport as having the greatest future, he'd pick golf.

Herald Tribune sports columnist Red Smith thinks that spectator sports nonetheless have a happy future. "Horse racing is booming, but there's a tight situation in New York State because of taxes. Baseball will definitely increase in attendance because of plans to expand the number of teams. I keep reading that pro football is booming all over the country. It's a coming game like pro basketball. College football I'm not so sure about. Some of the schools, like the Ivy League, are de-emphasizing 'professionalism.' Wrestling? Ha! Tain't a sport. It's slapstick comedy, the return of vaudeville. Boxing? I think TV has hurt it more than anything else. As for sports like track and field, dog shows, etc., I think they'll continue to hold their special audiences.

► Travel—both domestic and foreign—bids well to grow and grow. Last year, 85,000,000 Americans vacationed away from home, spending \$10 billion in the process.

As for specifics, American Express president Ralph T. Reed says Americans will probably spend 75% more on foreign travel in five years than today (a figure close to \$4 billion).

A survey by the Twentieth Century Fund and the National Planning Assn. finds that U.S. travel to Europe could easily double within a very few years by adequate expansion of tourist-type accommodations and increased use of

low-price off-season rates. By 1958, there may be 10 more passenger ships plying the ocean routes overseas.

On the domestic front, expanding and refurbishing such facilities as national parks and inland water areas seems almost a must. In the last five years, for example, the number of people visiting national parks has nearly doubled.

All in all, the need is crying for more leisure time activities, goods and services. The leisure market could, as Fortune has hoped, "become the dynamic component of the whole American economy."

➤ But for the marketer eager to pluck this plum, a word of caution seems warranted. As the Twentieth Century Fund points out, "nobody has yet had the temerity to establish 'minimum standards of decency' for the use of leisure time, or a minimum budget for the purchase of the wide variety of recreational goods and services offered to consumers."

Words at work

- Children would rather find these Easter Eggs than any others. They're all filled (first chocolates, then children) with such delicious centers.
—DROSTE
- Small enough for pocket or purse . . . powerful enough for all outdoors!
—ZENITH POCKET RADIO
- Enjoy life through rose-colored glasses.
—VINROSA
- Measuring a publication's influence by its circulation is like judging a man's character by his weight.
—HARVARD BUSINESS REVIEW
- Lovingly encircles the foot that sinks into it.
—I. MILLER SHOE
- Be strictly in charge when the light flashes green . . . calm and confident when the road snakes up a steep grade.
—CHEVROLET
- New swank for the frank.
—A.1. SAUCE
- For the man who knows the secret of being inconspicuously important.
—CONTINENTAL MARK II
- Top of the crop and talk of the town!
—FLORIDA GRAPEFRUIT
- Given to celebrate his great moments . . . of love, of birth, of anniversary . . . diamonds radiantly reflect, for endless generations, the joys that give his life rich meaning.
—DE BEERS
- "Re-Dew" your skin.
—PACQUINS
- They're the nicest kind of cakes that can happen to you, and the beauty of it is, they happen so easily.
—PILLSBURY

Retailers look at leisure

If any trend is clear today, it's that people have much more leisure time than ever before—and more money to spend on it. How is this affecting their major retail buying? To find out, Tide interviewed department store executives across the country. Some of their views:

"Consumers are better educated about fashions, fibers, construction of goods as the result of consumer research reports, home economics courses, newspaper columns, and so on," reports Olin Stansbury, advertising vice-president of Stix, Baer & Fuller, St. Louis' second largest department store. Stanbury believes that consumers also have more shopping time today to use this knowledge. One tangible result at Stix, Baer & Fuller: in-store displays grow ever more important.

Echoing this view is Richard Bond, president of Philadelphia's John Wanamaker: "Shopping is much different today. Shoppers today are more knowledgeable about the merchandise they buy," have the time, too, to be critical. "The visual demonstration techniques of television advertising have made people aware of the construction and function of products today to a higher degree than ever before."

While people are growing more critical and selective, thanks to more knowledge and time (as mo-

tionalist Ernest Dichter also points out in the accompanying article), leisure is changing buying habits in other ways, too.

Says Burdine's (Miami): "Buying habits have changed. For example, the weekend does not seem to produce the same buying activity it formerly did. Now, Saturday is a full day off for many thousands in South Florida and instead of shopping they use the day for outdoor recreation. This trend to outdoor living is being reflected in new homes with screened patios and swimming pools. We find that the consumer does want different things. He does not want to be completely regimented, and he keeps our buyers alert to this ever-changing appetite for something new and different to make casual living more fun in Florida."

Adds Jeffrey Lazarus, president of Cincinnati's John Shillito Co.: "We had a big thing happen to us. A month ago we began opening on Thursday night. We felt that people wanted more time to shop together as a family. We haven't had anything in years that has become as successful as quickly. Thursday volume already is within 5% of Monday night, part of the biggest day of the week. For many people shopping seems to be a form of leisure in itself."

According to Cleveland's Halle Bros., "There is also a notable trend to 'late in the day' shopping.

This, of course, is tied up with suburbia, the servantless house. Consumers definitely seem to be buying closer to the time they need the merchandise and buying more at one time, rather than making frequent expeditions.

"There have been many articles about the return to or re-awakening interest in entertaining in the home. This servantless era has made homemaking more of a partnership between husbands and wives.

"Price does not seem to be as great a factor as it once was. Customers seem to be more and more interested in what the item will do for them rather than how much it costs. People are interested in new things first. The 'new' is even a greater inducement to buy than reduced prices." Halle Bros. suggests that new products must fit requirements like these: "Is it easy to care for? Does it make work easier? Is it good design? Does it contribute to the family's more leisurely pattern of living?"

Concludes Halle Bros.: "The leisure market varies so from city to city and from one section of the country to another, that we believe it will be increasingly important for manufacturers to get out and see for themselves how the stores operate, also study the work patterns of the people, the way they live, etc. There could be much more research done on the part of manufacturers who are trying to get their share of the leisure market."



TIDE Leadership Panel overwhelmingly agrees that...

People need help with their leisure

- Only one-third of the Panel think people use leisure happily.
- A roaring 86% say people need help in developing leisure.
- Here's how the panel thinks that job can be accomplished.

ASK virtually any sociologist and he'll tell you that one of today's chief characteristics is the rise in leisure time for practically everybody. Spare time is abundant today for everyone from the union-protected wage earner to the housewife liberated by the many new appliances to the retired pensioner. Right in that fact lies one of today's mightiest markets—the market for leisure time products & services.

► Some sociologists, though, worry that the growing amount of leisure time is more bane than boon for many people who may not know how to use their new leisure in a satisfying way. Tide asked its Leadership Panel of top marketing, agency and public relations executives, 1) whether they think people today are using their spare time happily, and 2) how these marketers would suggest that people learn to use leisure better.

Not surprisingly, the Panel is split over whether people today are making satisfying use of their leisure time. Roughly one-third of the Panel (35%) think people are putting their spare time to fairly good use.

A somewhat larger group (44%) are less optimistic—26% of these Panelists think people are putting their leisure time to neither good nor poor use while the rest of the 44% think people pretty much get little pleasure from their leisure time. Other Panelists didn't feel qualified to comment on the subject.

► The Panel, however, is almost united on this challenging aspect of the situation: a whopping 86% of the Panel agree with Chicago University sociologist David Riesman who has suggested

that perhaps people should be taught how to use their spare time better because the idea of leisure is so new to many Americans.

A scant 14% of the Panelists disagree with Riesman—and they disagree vio-

lently, ask "how can you teach mass satisfaction?" One advertising manager emphatically states that "play that has to be taught or supervised ceases to be play. Play," he contends, "must be spontaneous."

J. E. O'Connor, sales manager of Akron Household Rubber Products, is even more vehement, cries "the idea, to me, smacks of dictatorship, paternalism or both! Leisure time is free time!"

W. H. Beatty, vice-president of R. L. Polk & Co. is another who cannot see

How executives spend the

"I'd cruise around the world on a paid-for 100-foot diesel yacht with crew of four, a blonde and a redhead!" That's how one leading marketer would like to spend his leisure time, but most other executives have more modest hopes.

To define the leisure time habits of the nation's executives, Tide questioned its Leadership Panel, made up of top marketing, agency and public relations executives. The results: nearly half the Panel (43%) have undertaken a new leisure time activity within the past two years.

For those who have taken up a new activity, the move to suburbia and exurbia plays a key role. More executives have started gardening than anything else, because, say they, they now have new homes in the country. The good game of golf has also captured the heart of many an executive, while boating is third on the list of newly found activities.

The boating devotees are a loyal lot. Agencyman Don Belding, for example, reports that his wife insisted he sell his boat. But what's the first thing he'll do when he retires? Buy a boat.

Other new avocations among marketers: woodworking, music

study, photography, painting, bowling, hunting, model railroads, writing, dancing, fishing. One panelist is remodeling a 17-room, 150-year-old house; another is remodeling two such houses. Assistant vice-president Glenn E. Carter of the Bank of America is interested in cactus gardening. And one future craze might very well be the ancient sport of curling, for which more than one Panelist displays a new found enthusiasm. As Ampco Metal Co. director C. S. Haagenson, says, "I discovered it through a friend—God bless him!"

More marketers started their new leisure time activity on the advice of a friend than because of any other one factor. Exactly 33% were prompted by this sort of recommendation, while 13% started when they moved to a new home (e.g., gardening, woodworking, etc.). Another 10% increased their leisure time interests on the urging of their families, while 5% were prompted by an advertisement and 2% by a magazine article. The remaining 37% had other reasons: many say they were prompted by doctor's advice.

Barnett Bilderes, vice-president of Allied Public Relations, started his new hobby, celestial nava-

the advantage, says: "one man's leisure is another's coronary; I just don't like the idea of mass-organized 'taught' leisure." Adds Chrysler Corp. assistant vice-president William Woolsey: "Given leisure time, people will fast learn how to use it and benefit by themselves."

► But the majority agree with marketer C. C. Agate, advertising & sales promotion director of the Sonotone Corp. who states: "The limited cultural backgrounds of many who now have more time and money for leisure time indicates the need for guidance."

"Just how do you teach people to utilize their spare time?" Tide also asked the marketing experts on its Panel. Here's what they have to say:

- A meager 3% would let the labor unions take care of the problem.
- 14% say that the use of leisure is growing important enough for communities to think of appointing special leisure time counselors to help people with the growing amount of free time.
- 16% feel that ad campaigns by makers of leisure time equipment could probably help accomplish such a job.
- Another 16% say that advertising

campaigns by such manufacturers supplemented by public relations talks at neighborhood clubs could probably accomplish it.

• 37%, some apparently reconsidering their belief that perhaps people should be taught better use of leisure, state that the use of leisure time should remain a province of the individual.

• But the majority (56%) say that every possible program we can think of, from advertising campaigns to early instruction in schools, to publicity in the press and on television, should be used to help people learn how to spend their leisure time in a more fulfilling way.

Here are observations of the nation's leading marketers on how Americans can be taught to best utilize their leisure time:

• Daniel S. Heath, media director, Hazard Advertising Co.: "I would suggest a co-ordinated program by magazines, press, radio and television to explain the simple educational, maturing, cultural benefits of useful leisure."

• David Grigsby, merchandising manager, Hotpoint Co.: "The individual should be told and 'sold' on the various possibilities, then be allowed to decide if he wants to act—and how."

• R. W. Hoznecht, public relations director, Parker Pen Co.: "An agency with no vested interest, i.e., the church, could best advise on such a subject."

• D. G. Schneider, vice-president & merchandising director, Young & Rubicam: "It should be the province of the individual initially, but the individual needs the help of social agencies and business. Leave the government out."

• Robert M. Jenove, media director & space buyer, Albert Frank-Guenther Law: "Give all the help that people may desire, but no attempt at regulation, restriction or dictation, and anyone who merely wants to be left alone to do as he desires should certainly be granted that privilege."

• Lynn Farnol, Lynn Farnol Associates: "Leisure and the fullest enjoyment of life is a kind of intellectual and social maturity. It must be acquired."

• Harold Sims, public relations director, Assn. of Western Railways: "This 'do-it-yourself' trend will, I think, continue and will take care of people's leisure time for some time to come. Advertising, etc., no doubt helped to promote (and teach people) this trend, but economic considerations were also very important." ■

spare time

tion, for "pure escapism." "President Eisenhower and Sir Winston are responsible for my new hobby: painting," says Arthur Towell, president of his own Milwaukee agency. C. C. McPherson, marketing & merchandising director of Stanley Home Products, has started a sea shell collection, remnants of a "trip to Florida last year."

And one public relations counselor has taken up ping-pong, because, he says of "misplaced avoirdupois and need for muscle tone." The ad director of a New York firm took up sailing through the good offices of "hot weather, heavy traffic and a kindly psychiatrist!"

How satisfied are you with your current leisure time activities? Tide asked the Panel. From the looks of things, marketers are fairly pleased, line up like this:

- 34% are very satisfied.
- 28% are somewhat satisfied.
- 12% are neither satisfied or dissatisfied.
- 19% are somewhat dissatisfied.
- 6% are very dissatisfied.
- 1% really don't know.

Many Panelists (55%) occasionally consider increasing their spare time activities; many are thinking in terms of retirement time



rather than leisure time. As M & M Woodworking Co. ad director Harold Ellicott states: "I'm attempting to diversify my interests so that when retirement age arrives and physical limitations may prevent participation in present interests I will have others to turn to."

The remaining 45% who don't think in terms of more leisure time activity have one big reason: no time. As Owen E. Lyons, ad manager of Marathon Corp. puts it, "The new leisure time doesn't add much free time for those doing executive and administrative work. It does add time to the schedule of the factory worker, the clerk, stenographer, public employee. People in administrative or supervisory jobs find relatively little change in their schedules."

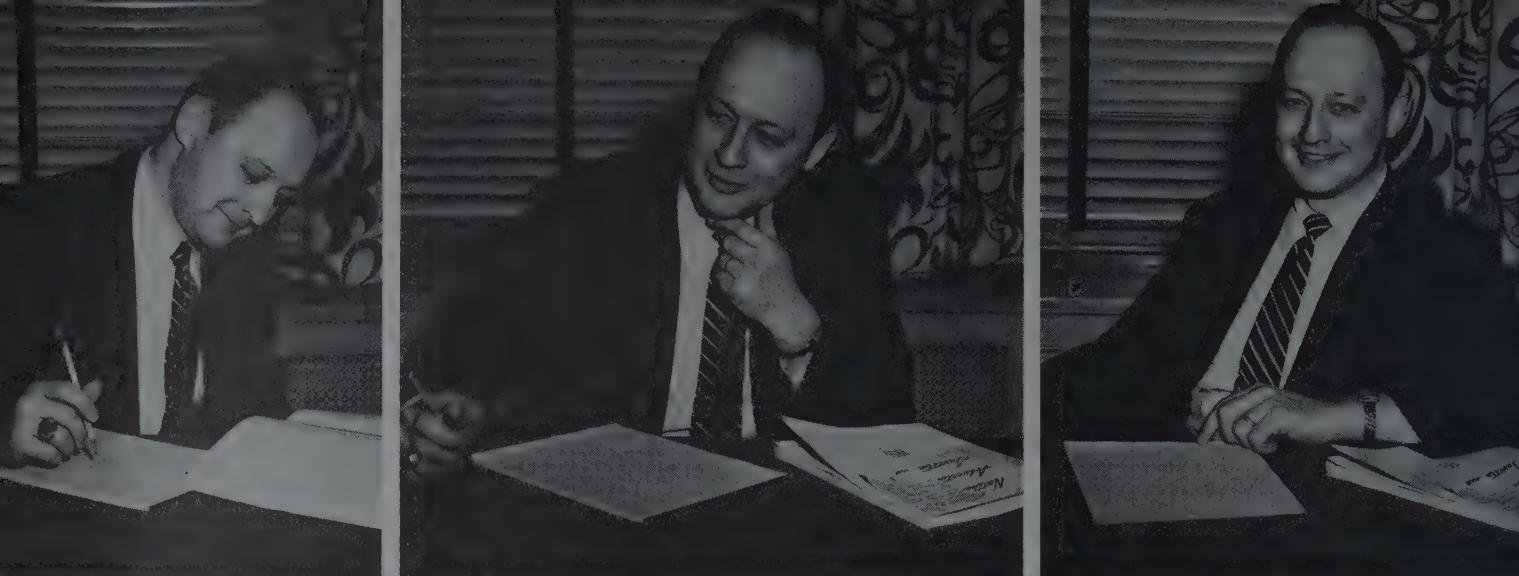
Several Panelists (surprisingly few) say that television has cut into their leisure time activities, while one marketer, L. E. Wade, president, Louis Wade, states: "I have more leisure time activities

than I can handle to my own satisfaction. There's practically no time left to sit down and relax."

One complaint is conspicuously lacking: only one Panelist noted that a lack of money keeps him from planning new spare time activities.

If they had time for a new leisure time activity, marketers would overwhelmingly choose travel over any other one desire. Ben Ludy, general manager of Topeka's WIBW has but one desire: to sleep.

Looking ahead to the future, most marketing executives don't feel their leisure time tastes will change, but only that gradual retirement will give them more opportunity to pursue their current interests (mainly travel, boating, golf and gardening). Milton Larson, ad manager of American Fixture & Mfg. Co. is looking forward to more time and money for one interesting leisure time activity: "uranium exploration."



Waring's marketing manager W. J. Newman, Jr.: use the class approach, sell the class market

Waring Products' marketing

- The dispute centers on Waring's biggest seller, the Blender.
- The basic question is, how should the Blender be marketed?
- The sales vice-president wants to appeal to the mass market.
- The marketing manager thinks the specialty appeal is right.

THE top marketing management of Waring Products Corp. (New York) is split these days in a simple but basic dispute: how should the company's products be marketed?

Waring's internal marketing strife, a factor which has cost the company five advertising managers in four years, is centered on this point: just how should you market a versatile, but expensive, home appliance in these days of mass volume and low profit margin? Do you try to sell it to a mass market as a utility item? Or do you go after a class market interested in a specialty product?

► Waring, a division of Dynamics Corp. of America, markets several products: its Blender, a high-powered electric food and drink blender; its Mixor, a light, portable hand mixer; an Ice Jet, electric ice crusher; and a traveling iron. All are luxury items. (The blender retails for \$45.)

The Waring Blender was first distributed in 1937 by band leader Fred Waring, who dropped it during the war and sold out to the present owners in 1948. The first sales push by Dynamic (then Claude Neon, Inc.) was tremendously successful; sales even now, although they have leveled off in the past

four years, reach between \$5,500,000 and \$7,000,000 per year.

The Waring success is not primarily due to its marketing strategy, but rather to two factors: first, the name Waring is almost a generic term, thanks to the popularity of the band leader. Second, Waring is a pioneer in its field; its Blender was the first of its kind; the Ice Jet has yet to be copied.

► The two main figures in the marketing picture at Waring are sales vice-president J. P. McIlhenny, operating head of the organization, and marketing manager W. J. Newman, Jr.

Newman assumed his present title last July, when he was about to step into the post of advertising manager (after three years with the company as assistant in the advertising department). At that time Waring was looking more for a title to encompass expanded advertising & sales promotion duties than for a man to do the job. Newman, who was anxious to see Waring's marketing coordinated under one man, suggested the title and was assigned the job.

Both McIlhenny and Newman agree that the nature of Waring products requires special attention — but that's about where their agreement stops. Newman feels that because they're es-

sentially low-volume, high-priced specialties, they must be marketed primarily to a "class" market. McIlhenny, on the other hand, is convinced that the modern housewife can be "re-educated" to realize how indispensable the Waring Blender is in making salad dressings, baby foods, etc. He would have Waring aim, shotgun method, in all directions to encompass a mass market.

Newman backs up his argument this way: "We can't hope to compete on the same level as General Electric, Westinghouse & Sunbeam. The only hope for the small manufacturer is to build a specialty line which the big companies won't find enticing." Waring, says Newman, is able to make a profit on its products at one-tenth what GE would be forced to spend to make the same profit. The Waring division is a small sales organization with an executive staff of six and no sales force to speak of. (It does maintain salesmen in New York, Chicago and Philadelphia, but otherwise employ manufacturer's agents.)

Consequently, says Newman, Waring products should not shoot for big volume sales, since its forte is high cost, high price and high profit margin.

► Although Waring has never undertaken any real research to find out just where its specialty market is, the company did determine through a survey questionnaire among Waring Blender purchasers that 52% of buyers are men, and more than 50% of Blenders sold are bought as gifts. McIlhenny's conclusion from these results is that his market is already here and nothing



Waring's sales vice-president J. P. McIlhenny: use the mass approach, sell the mass market

management doesn't blend too well

to worry about; Waring must therefore, he concludes, seek new markets.

But Newman does not reach the same conclusion. With additional research of his own (on a limited basis), he determined that there are two decided classifications among Waring Blender owners: either they use it constantly, keeping it always handy, or they never use it at all. And the reason, he ascertained, that they don't use it at all is because they expect too much from it in the first place. The man who bought it as a gimmick is thrilled with it. The woman who bought it as a utility soon found it easier to buy the food or drink already blended; as a result, she's not satisfied with it because she doesn't really need it.

The 31-year-old marketing manager, who holds a Master of Science degree in marketing from New York University, is consequently convinced that Waring products must be given a class appeal, to attract buyers who can afford higher-priced "gimmicks." The first appeal should be to men, says Newman, since women have resisted appeals to buy the Blender. He feels that advertising to women cannot create any demand, but by advertising to men Waring can stimulate further interest they've already demonstrated.

McIlhenny's plan is a long-term one: he is certain Waring can appeal in the long run to the modern-day woman, by a continuing advertising campaign to educate her in the Blender's uses.

► McIlhenny, sales vice-president since 1948, sees Waring sharing a lesser role on the same shelf as the larger kitchen appliance makers, says "there is room

for all." In fact, his biggest problem, says McIlhenny, is the fact that the Blender is so tremendously versatile and can be bought for so many uses.

"We just haven't been able to discover how to get across to the public just why they buy the Blender," states the sales vice-president. Actually Waring has undertaken no research to discover just why consumers buy the Blender. Newman would like to have motivation research conducted to find out why. "Motivation research would only add to the general confusion," contradicts McIlhenny. "We know of many reasons why people should go in and buy blenders. This would only add more."

Waring employs a full-time home economist—Mabel Stegner—in a public relations capacity. In addition to servicing the press with releases on various concoctions to be prepared with the aid of Waring, Mrs. Stegner visits high schools and colleges, shows future homemakers how their married life can be made infinitely easier through the use of the Waring Blender and other Waring products.

► Several advertising campaigns aimed at the homemaker have been dropped after no noticeable effect. A child-feeding campaign, showing how the Blender purees food for babies, didn't persuade the young mother (who could buy packaged baby foods in the supermarket) to go out and buy a \$45 blender. Another campaign was aimed at the dieter, showing how she could prepare low-calorie foods with her Waring Blender. Newman feels the ads

didn't work because the time-saving housewife isn't looking for more work; she can buy the foods with less trouble.

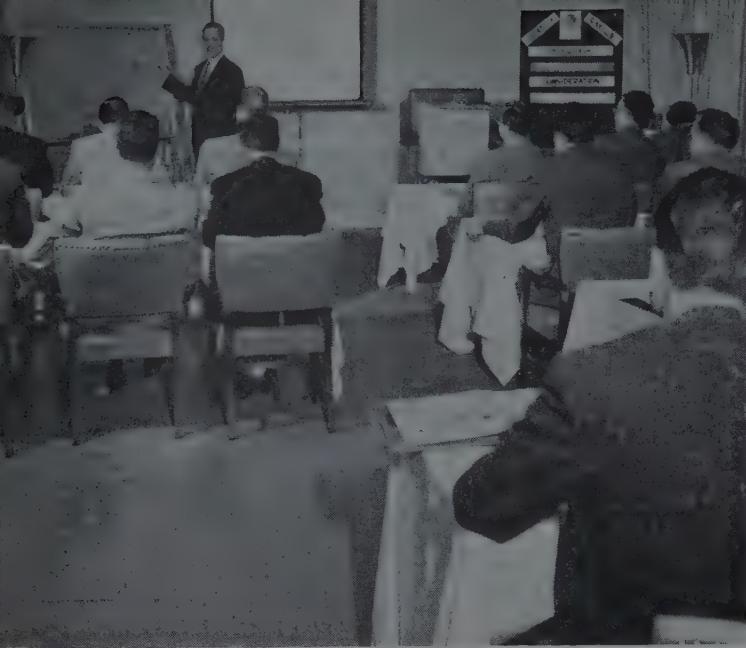
All these uses, of course, are evident and should be exploited, stresses Newman, but they aren't the factors which stimulate Waring sales. This is the major argument at Waring; there are others.

McIlhenny would like to set up an enthusiastic dealer program, feels that demonstrations at point-of-purchase will sell more Blenders than anything else. Newman, on the other hand, believes that it is no longer possible to depend upon channels of distribution to sell anything. The public must be pre-sold; the dealer, if he features anything, will feature the big sellers: GE, Sunbeam, etc.

Says Newman: "It's easy to sell goods that make living more convenient for the American consumer. We just have to hit directly with our marketing strategy."

The big issue currently is the spring & summer advertising campaigns. Apparently McIlhenny will allow himself to be convinced; there will be some "sophisticated" ads (through Anderson & Cairns) featured in Esquire, Holiday, New Yorker and Sunset.

► But marketing manager Newman, although he's a patient man, decided he'd had enough, that he wouldn't wait around to prove he's right. Last fortnight, Newman joined the ranks of Waring alumni, threw up his hands in despair over the dispute about Waring's marketing strategy, and resigned. ■



Recruiting & training automobile salesmen: the story behind . . .

Chrysler's "Operation Manpower"

- **Finding auto salesmen today is harder than finding customers.**
- **Dealers can't find enough well-trained men—or keep them.**
- **Now Chrysler Corp. is tackling the problem at the factory level.**
- **Here's how Chrysler's new Operation Manpower works.**

IF YOU think a good man's hard to find, try finding a good retail automobile salesman.

This, essentially, has been one of the automobile industry's major problems for years. Despite good salaries and a bright future, attracting good salesmen is harder than finding customers. And once you do find them, the turnover (about 15% a month among high volume dealers) puts you right back where you started.

► The need for more and better automobile salesmen should be obvious from a look at the industry last year. Of the almost 8,000,000 new and 12,000,000 used car sales last year, an overwhelming percentage is credited to a relatively small group of skillful and energetic salesmen. And whenever the market either expands or contracts, turnover goes up—and the need for more and better-trained salesmen becomes even more critical.

Auto makers have tried various ways to solve this problem for their dealers, everything from special bonuses to financial assistance for ambitious salesmen who want to open dealerships of their own. Some have been mildly successful, but most have proved ineffective and have been dropped.

Last February, Chrysler Division of Chrysler Corp. announced Operation Manpower, a bold effort to recruit and train retail automobile salesmen and a program which Chrysler calls the largest ever undertaken in the automobile industry. It's an extensive and expensive program aimed at rooting out and

training 5,000 retail salesmen with managerial and executive ability, in order to place them in Chrysler dealerships from coast to coast.

Operation Manpower, organized by Chrysler Division sales vice-president Clare E. Briggs and run by retail sales manager Francis F. Ritter, is devoted to helping dealers "who have to contend with some individuals who seem to regard selling as a means of getting some immediate 'walk-around money' rather than as a calling that offers almost unlimited opportunities."

Ritter explains the need for the program by pointing out that "The better

Training for auto salesmen

The focal point in Chrysler's Operation Manpower, the concentrated five-day (9 a.m. to 9 p.m.) training course for automobile salesmen, consists of the following:

- A day and a half devoted to product instruction, to acquaint students thoroughly with every detail of the products they will be handling.
- Half a day of instruction in the proper manner of making demonstrations, a key factor in closing an automobile sale.
- Half a day of instruction in financing operations, obviously im-

portant since an overwhelming majority of all new cars today are bought on time.

- Half a day of instruction devoted to the art of prospecting, or rooting out potential customers.
- Two full days of instruction in telephone technique, the use of telephone calls to turn up potential customers. This phase of the course is conducted by the sales training firm of Bill Scott & Associates. As part of this phase of the course, the students make a series of actual calls to get the feel of the proper procedure (see cut).

type of men, college graduates and the like, don't seem to want to become salesmen. They feel they are "just" salesmen for years, and have nothing to look forward to." Ritter's goal is to find these men, point out the opportunities awaiting them in the automobile business, train them and turn them loose to do a successful and profitable job for Chrysler dealers and for Chrysler.

► The plan works like this: in strategic areas, where dealers seem to need more and better-trained salesmen most critically, one of eight factory-trained teams of regional retail sales managers moves in. So far, these teams have hit Detroit, Los Angeles, Washington (D.C.), Philadelphia, Cincinnati, Pittsburgh and Kansas City, are currently training about 100 men a week in Cleveland, Chicago, Denver, Los Angeles, Atlanta and Boston.

In each area, the team starts out by finding out how many new salesmen each dealer wants. Then a series of newspaper ads is placed, and the applicants (between ages 25 and 40) are carefully screened and given a tough, elaborate test. In Los Angeles, for example, Ritter reveals that of the first 88 applicants, only eight were chosen to take the first course. One of them was a highly successful \$30,000-a-year man from a big electrical company. Adds Ritter: "We do not want experienced auto salesmen from other companies. We are after the successful bond salesman or insurance salesmen, high-caliber men. We are looking for people who don't know any reason why they can't sell three cars a week."

► "We tell the men," Ritter explains,

"that we are interested in them not only as salesmen but as prospective dealership executives. We want only men who can be expected to move up into administrative jobs in the dealership later. They will advance through the ranks if they are the right kind of men in the first place."

Once the men are selected, they undergo a rugged one-week training course (see box) in every phase of automobile selling except appraisals or closing; Ritter feels that the dealer's sales manager or used car manager should do the appraising, and that the sales manager should close the deals until the new salesman gets "the feel of the thing."

One key phase of the five-day course is instruction in telephone technique, conducted by Bill Scott & Associates, sales training firm. Explains Ritter: "There is a right way to use the telephone. It has been demonstrated that salesmen can develop one appointment out of every six calls, compared with one appointment out of 20 for untrained men. And out of six appointments for a demonstration, one car is sold."

► The dealer (who must pass on every potential applicant before he is accepted for the course) pays each trainee \$50 a week while he attends the school, and pays Chrysler \$65 a week for each student. The course naturally costs Chrysler considerably more than \$65 for each student (the telephone instruction costs Chrysler \$250 for each man alone).

Ritter reports that there was some initial skepticism on the part of dealers as to whether Chrysler's plan would work. "At first, they wondered why we

would be able to get salesmen for them when they couldn't do it themselves. It appears, though, that the factory-level approach impresses prospects." Ritter adds that many older salesmen were inclined to take a negative attitude toward the new men, but that "actually some dealers are replacing their older salesmen, who are not so enthusiastic any more, with new men. But by and large, we find most people on the dealers' staffs co-operate pretty well."

► The results so far, from the men already trained, are highly favorable (the factory keeps tabs on the new men through weekly "report cards" which the men themselves fill out). Of 32 men trained for Los Angeles dealers, for example, one is earning as high as \$1,100 a week, several others are making \$1,000 a month. Chrysler is obviously satisfied with preliminary results and enthusiastic over the program.

Dealers are equally enthusiastic. One California dealer who admits he was originally skeptical about the plan wrote Chrysler to say he was "anxiously awaiting the men who are now going through the school and feel that we are really gearing ourselves to face realistically the highly competitive market we are in. The men who have completed the course and are now working at our dealership I find to... have real ambition, willingness and enthusiasm." Another dealer wrote that the newly trained salesmen "seem to know the product better than our older experienced men, have learned how to locate prospects and seem to have received very thorough training on the value of co-operation, which we feel is most vital. The dealer has to carry his end of the load now and give these men the right guidance. If this is done, Chrysler Corp. will reap great benefits in the future."

Operation Manpower is scheduled for Chrysler's 106 leading markets first, will be extended "as conditions warrant." Ritter points out that the program will continue "as long as it is needed, and I can see no end in sight now. We have more requests from dealers than we can handle. We are also working on a continuing program, for keeping men trained either through mailings or refresher courses. We don't want to train them and forget them."

► Before it is completed, Operation Manpower will interview some 18,000 applicants and train 5,000 salesmen who, according to Briggs, will give Chrysler "the greatest trained force of experienced men in the Division's history." ■



Chrysler's Francis Ritter: we won't train them and forget them

Chrysler's Clare Briggs: a trained force of experienced men



Sol Polk, Gerry Fitzgerald & Jim Cooke reveal...

Why a "merchandiser" needs PR

- Chicago's fabulous Sol Polk denies he's a discounter.
- The correct terminology, he insists, is "merchandiser."
- The problem: explaining the difference to the public.
- Here's how Polk uses public relations to do the job.

MENTION the word "discounter" and the average consumer conjures up a vision of an off-brand, price-cutting dealer who sells inferior merchandise, offers no service or personal attention, and fails to stand behind his products. To Chicago's Sol Polk, this is a public relations problem of major proportions.

► Volcanic, 38-year-old Polk is the biggest retail dealer in nationally advertised appliances in the U.S. As such he engages in a continuing public relations battle to change the public's concept of his vast operation. He is not, he claims vehemently, a discounter; he is a merchandiser (and he insists there aren't many of them in the U.S.) who is interested in selling only "the finest products, generally national brands having sound engineering and quality control, to the consumer with complete service, delivery, installation, refund and credit privileges, and—most important—the chance of seeing the appliance in action next to competing

brands offering comparison before selection—all at a price the consumer can afford to pay."

To change the public's concept of Polk as a discounter, he relies heavily on an interesting promotion and PR technique which, he feels, will eventually get his story across to manufacturers, distributors, and, of course, consumers.

► Polk's public relations effort to wipe away any hint of the "unsavory, unethical, illegitimate" involving the operation of 21-year-old Polk Bros. Central Appliance & Furniture Co. is a two-pronged program. First prong is pointed sharply at manufacturers, distributors and consumers in the form of massive merchandising spectacles; their objective is to engender mass recognition of the scope of Polk's operation, and sometime, to encourage patronage of Polk's three huge stores. Second prong is somewhat more subtle, a steady program of participation by Polk in Chicago's civic affairs to earn

him a reputation as a leading citizen with pride in his community.

Until 1953, Polk's promotions were developed on pretty much a helter-skelter basis. A man with a fast-paced mind, dynamic Polk spewed ideas out faster than his staff could put them into action. A young man himself, Polk likes to surround himself with young people (his executive vice-president Lester Bachmann is 33, advertising manager Georgie Rice is 32); Polk soon realized he needed public relations counsel and logically began looking for PR men who are "young, enterprising, not bound to yesterday's methods."

When Polk was working on Chicago's March of Dimes committee, he liked the way the Chicago PR firm of Fitzgerald & Cooke worked on the campaign, asked young Gerry Fitzgerald and Jim Cooke if they could "stand the gaff" of working for him. They readily agreed it would be interesting to find out.

► While most of the ideas for the promotions and PR campaign are his own, Polk relies heavily on Fitzgerald & Cooke to steer him toward more tasteful and proper approaches. Says Polk: "I needed someone with sophistication, someone who could tell me if I was on the right road or not."

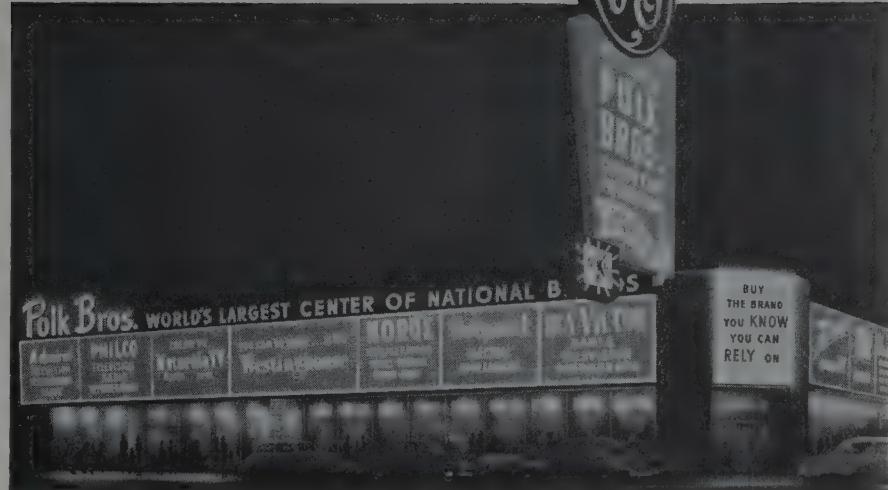
One of Polk's aims is to penetrate (through PR) the middle and upper income groups, his pricing approach has

already thoroughly penetrated Chicago's lower and lower-middle income brackets. Polk wants the higher income groups to feel that it is just as fashionable to have one of Polk Bros.' 45 trucks deliver an appliance or a piece of furniture to a North Shore home as it is to have a Marshall Field & Co. truck make a similar delivery.

Fitzgerald & Cooke's job, Polk explains "is to get my merchandising story in America's leading newspapers, general and business magazines. I want to show the business leaders who read these publications that they can be smarter buyers by coming into one of my stores."

► Though some of the promotions through which Polk earns his reputation as a "merchandiser" smack lightly of publicity stunts, they also are a big help at the cash register in addition to giving Fitzgerald & Cooke some excellent publicity fodder. During the Christmas season last year, for example, Polk ordered "direct from Nova Scotia" some 75,000 Christmas trees which were given away with any purchase at any Polk Bros. store. Polk instructed his 400 salesmen to make sure every customer got "just the right kind and size he wanted," even stood at the door to be sure every customer was satisfied with his tree.

Another promotion Polk uses to prove to the public that "we are really legitimate, really do offer such tremendous values," began in 1948. With every purchase, the customer gets Coca-Cola, anywhere from a bottle to a case. In one recent two-week period, he gave away more than 100,000 cases and 2,400,000 king-size bottles of Coke. Still another promotion involved Quaker Oats' Aunt Jemima, who landed by helicopter in a Polk parking lot, whipped up a batch of pancakes on Norge electric ranges and gave out about 30,000 flapjacks to customers (see cut). The peg was a tie-in with



Free Coke, apples, ice cream, pancakes and Christmas trees

Pancake Day proclaimed by Chicago's mayor. Among Polk's other promotions were 20,000 cases of Washington State apples which were given away to customers, 1,100 Westinghouse cook books which Betty Furness was flown in to autograph, and 1,000,000 Good Humor bars, also free gifts to customers.

► Probably the most stupendous of Polk's promotions (to date) took place when the Ice Capades was being televised from Chicago Stadium as part of Ed Sullivan's *Toast of the Town*. To celebrate the 20th anniversary of the founding of Polk Bros., Polk bought out the entire Stadium, passed out the tickets to customers, including 300 tickets for choice seats for Lincoln and Mercury dealers in the Chicago area.

With all his feverish pace, Polk still finds time to participate frequently in Chicago's civic affairs, the second phase of his PR program. Because he insists "The community is our responsibility," Polk participates in such events as political campaigns by appearing on TV shows with various civic leaders and educators to discuss election issues and candidates, picks up the TV tab in

addition to his normal 18-25 hours of TV sponsorship a week. Polk is Chicago's biggest TV advertiser, puts about 70% of his estimated \$1,500,000 annual advertising budget into TV, the rest into newspapers, radio, outdoor and direct mail.

► It would be hard to find a civic, eleemosynary or cultural drive in Chicago that Polk hasn't contributed to, either in terms of personal effort or a financial donation; so far he's been active in Red Cross, Community Chest, March of Dimes and other charitable drives, has promoted model airplane contests, pony league baseball, and similar civic programs.

Polk believes firmly that his PR so far has paid off. Through articles in major magazines, he feels he has "broken the middle and high income barrier," claims that more & more of his trucks are making deliveries in Chicago's fashionable neighborhoods and suburbs. Store traffic continues to mount, much of it consisting of people who wouldn't visit a "discourter" but are willing to give a "merchandiser" a try.

► Polk's PR is paying off in sales as well. Last year, Polk's appliance and furniture sales topped an estimated \$45,000,000, more than all the State Street stores combined and more than Sears, Roebuck's seven Chicago stores. When some of Polk's competitors recently started "warehouse sales" to lure competitors, Polk used full-page newspaper ads and radio spots to tell his customers that "We'll be darned if we'll ask you to shop in our warehouses!" Like most of his promotions, Polk parlayed his advertisement into good public relations and, in turn, is helping to boost his 1956 sales so far to about 10% higher than last year this time.

Merchandiser Sol Polk & Aunt Jemima: "We're really legitimate"



American Steel & Wire has put nails into packages. Now it's ...

Selling retailers a new idea

- American Steel & Wire wants nails out of kegs, on display.
- That's the only way, it believes, to boost sales.
- It means selling retailers a new way to do an old business.
- Here's how AS&W thinks it can sell retailers on its new move.

U. S. Steel's American Steel & Wire division is, among other things, the nation's largest nail producer. For years, the division worried over the cumbersome way local merchants dispense nails to consumers—almost literally out of a cracker barrel. To expand sales, reasoned the division, nails must be turned as far as possible into an impulse item, something hardly feasible with nails hidden away in kegs and bins.

➤ AS&W decided that the way out of the problem was to package nails—and it liked the idea for a couple of good reasons. First, packaged nails would give it a stronger competitive edge over foreign-made nails which come in kegs. Second, it believes the do-it-yourself trend is here to stay, and it wants to exploit it to the hilt. But the big question was whether retailers and the public would like the idea, too. (F. W. Woolworth and Sears, Roebuck, for example, have long packaged assortments of nails, but hardware stores and the like still sell mainly from bins and kegs).

For retailers, packaged nails mean a completely new way of doing an old business. Two years ago, AS&W's research people set out to learn whether jobbers, distributors and dealers would go for packaged nails. The study indicated that they probably would, but that the idea needed careful presentation to them.

To find out whether consumers would pay the added cost of buying nails in packages, the division packaged 50 tons of nails, test marketed them in parts of Boston, Chicago, New York City, Philadelphia, St. Louis and St. Paul. The division had already discovered that one, two and five-lb. packages seem most desirable, with nail lengths ranging from 1½ to 3½ inches. The test market results, says Milton Harriman, AS&W's manager of

merchant product sales, "passed all expectations." In fact, the sales department found itself with back orders for more than 200 tons of packaged nails.

➤ AS&W's market development department, under James K. Sedgwick, then worked out a three-pronged strategy to prove to retailers that nails can be an impulse if pre-weighed and pre-packaged—that is, if nails are made easier to sell and easier to buy. AS&W clearly believes that selling that idea to its distribution chain of 400 hardware jobbers, 30,500 hardware dealers, 15,000 lumber dealers is the key to getting nails into view in stores and thus giving the product a chance to become an impulse item.

First step in AS&W's marketing strategy was to design a package that "shouts at the consumer for attention." Its package is red, white and blue, each package currently housing one of 10 different sizes of nails. Before the year is out, however, AS&W expects to have today's 500 varieties of nails each pack-

aged in the red, white and blue box.

The nail inside each package is drawn to actual size on the box, along with information on how long the nail is in inches, the approximate number of nails in the package and the poundage. On one side of the package, again drawn to actual scale are the other sizes and types of nails AS&W currently packages. On both front and top of the box are circles for price.

"We believe," says AS&W's general sales manager John Graham, "that the new AS&W package will answer the most frequently asked consumer questions of the kind of nail needed, how long the nail is, how many in a pound and the cost. It's all there for quick reference. We expect the package style and data to appeal to women, too." Actually, AS&W worked closely on the package with the National Retail Hardware Assn. to make sure it incorporated on the package the necessary points that would help hardware dealers sell packaged nails.

➤ Second step in AS&W's dealer campaign to get across the advantages of packaged nails is a presentation telling dealers about AS&W's move. AS&W's merchant sales people, under Milton Harriman, are showing that right now to jobbers. The presentation tells why AS&W decided to package nails plus how the move will help dealers. Explains Harriman, for example: "Pack-

AS&W's Harriman: he sells dealers on a new way to do an old business





AS&W display for packaged nails: now they're easy to sell, easy to buy

aging is a great time saver. It eliminates the need for bins, weighing, bag packaging and wrapping. And, of course, there is the serve-yourself feature so popular in retailing today."

Finally, the company is barraging dealers with display materials and display racks. Key to that program is a floor display (see cut) which holds 48 one-lb. packages of nails, 24 two-lb. and five-lb. packages. It is planned as an introductory type of display which will last three or four months. After that, hopes AS&W, packaged nails will have proved their worth and the dealer will find shelf or display space for them (AS&W also has a packaged nail carrier which holds eight one-lb. packages and which it gives dealers free. It urges them to use the carriers for special drives, such as giving an assortment of nails for a Father's Day gift).

AS&W's market developers believe that an item such as nails cannot be pre-sold through advertising, that the first promotional step to consumers should try to draw their attention to packaged nails within the store. Later, however, says admanager O. B. Stouffer, "we do plan advertising and BBDO, Pittsburgh, has preliminary data on it now."

General sales manager Graham makes it plain that "we're doing this because we expect it to bring an important increase in our nail business." Right now packaging machinery is being fully used, but new, better machinery is on order.

► After that, Graham may take a look at the export market. Says he: "I'd sell on the moon if there was a market there." ■

ONE ADMAN'S OPINION

By Lester Leber ®

Wasted motion

When a TV screen shows an automobile standing still or slowly revolving on a turntable or sedately moving down the road, the result is usually boring no matter what the announcer says. On the other hand, some of the films of cars in use are dynamic and convincing.

Examples: De Soto plowing through the water alongside a beach and then rolling smoothly on the sand; Mercury coming up behind a truck and then pulling out to zoom past; Buick racing against a projectile fired from a cannon — and beating it!

Made for movement, automobiles should be shown in action. Let magazines tell the style story (which they do so well with full-color reproduction). And let video prove performance (which it does so well because of motion). Finally, let newspapers say "Here it is in our town and this is how much it costs."

Then each major medium is doing the job for which it is best endowed.

Putting life in life insurance

Make a collection of the magazine pages being run by insurance companies and you have a capsule lesson in photography-for-advertising. Most of them use dominant black-and-white camera studies. Here is how they do it:

1) Mutual of New York illustrates "Who'll bring home the bacon for your family?" with a skillet in which supermarket receipts are crinkled to look like strips of bacon. (Very symbolic and artistic but totally lacking in emotion.)

2) New York Life's headline is "What a young family man should know about life insurance agents." Picture shows two men talking to each other over cups of coffee. (Nice looking guys but they could just as well be discussing the Brooklyn Dodgers.)

3) New England Life uses photo of a pouting baby with "Don't fret, young fellow . . . you'll soon be insured." (A pretty picture, but interchangeable with those used for

Clapp's food or Johnson's powder.)

4) Equitable features Orson Bean playing a trombone. Headline reads, "How to take the blues out of tomorrow." (Lively shot but a tenuous connection with insurance.)

5) John Hancock uses two photos. One shows a weary boy of about 14 carrying a tool box and lunch kit. Caption: "Will he be the kid who left school . . . to whom doors are closed even before he begins?"

The other picture shows the same lad well dressed and working happily at a school desk. Caption: "or a boy who's sure of getting off to a good start in life, whatever happens." Now there's emotional impact! It's a two-picture story that hits home and makes you think hard as well as feel deeply.)

All these photos are technically perfect. But the bacon, the young man, the baby and the trombonist are far outdistanced by the schoolboy and the way he was handled in attracting attention and making a lasting impression.

From the mailbag

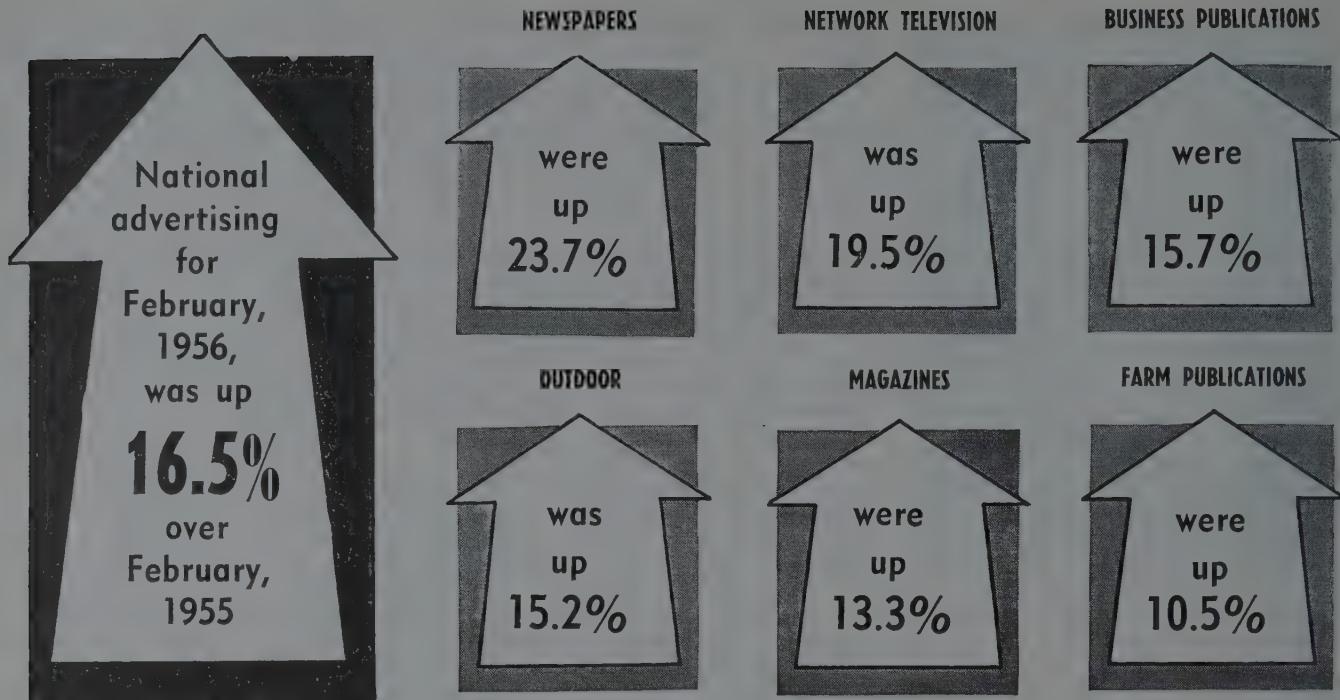
Norman Sanders, of Sanders Printing Corp., draws special attention to his letter on the importance of engravings, paper and printing by attaching a crisp dollar bill. (No, he didn't counterfeit it, but it dramatizes his point and is certainly a topnotch example of the graphic arts.)

Julian Jablin, of New York, says he'll hang up his typewriter and join the beachcombers in the Fijis if Qantas Airline doesn't win awards for its New Yorker campaign.

Hubert Holloway, of Washington, D.C., decries the dearth of real humor on radio and video. He says there are wisecracks, guffaws, puns, jokes, buffoonery and canned laughter but not much humor with "good common sense and moral force."

Horace Barks, of St. Louis, has forwarded a mailing piece from a local Ford dealer which slugs hard for sales by printing direct comparisons between Ford's Country Squire, Chevrolet's Bel Air and Plymouth's Suburban. (No Car A or Car B, but the specific names.)





National ad volume: a problem in graph plotting

RESEARCH specialists who chart the rate of growth of measurable national advertising volume may have a minor problem on their hands before 1956 is out. To plot the skyrocketing growth, researchers may have to look for graph paper that stretches to the ceiling.

The ad volume story in February can be summed up simply: continued rapidly expanding growth. The Tide Advertising Index, prepared by J. K. Lasser & Co., reveals that February's Index rating followed the usual uphill pattern; national volume hit 184.8 Index points in February, a whopping 16.5% increase over 1955's February which showed an Index rating of 158.6 points.

The year-to-date growth is another story of rapid acceleration. January & February combined racked up a rating of 172.4, a rousing 15.1% better than 1955's comparable period.

Newspapers led the media parade in February with a remarkable 23.7% jump over 1955's February, with general linage moving ahead faster than automotive linage. The rise in Index points was from 146.3 to 181.0. Network TV was close behind, climbing from 292.3 to 349.2, a healthy gain of 19.5%.

All measurable media registered increases in February over the same month last year:

- Business publications (up by 15.7%) and farm publications (up 10.5%) seem to be starting the year at a much better seasonal pace.
- Outdoor is up notably well, by 15.2%. General magazines are also up, by 13.3%.

Network radio figures are no longer reported because of the complicated rate picture, but a rough estimate is included to maintain the Index's consistency. All Index figures are based on a ratio of 100 equal to 1947-1949 average. The exception is television, where 100 equals the 1951 average.

YEAR TO DATE

	<u>1956</u>	<u>1955</u>	<u>% Change</u>
National Advertising	172.4	149.8	up 15.1%
Newspapers	168.2	139.5	up 20.6%
General Magazines	127.4	109.5	up 16.3%
Network Television	357.1	303.6	up 17.6%
Outdoor	129.7	117.2	up 10.7%
Farm Publications	119.0	110.5	up 7.7%
Business Publications	177.7	157.5	up 12.8%

THREE-MONTH TREND

	<u>Feb. 1956</u>	<u>Jan. 1956</u>	<u>Dec. 1955</u>
National Advertising	184.8	159.9	163.0
Newspapers	181.0	155.3	148.7
General Magazines	149.3	105.4	140.3
Network Television	349.2	365.0	369.9
Outdoor	137.5	121.9	122.5
Farm Publications	147.5	90.5	86.1
Business Publications	183.9	171.4	151.0

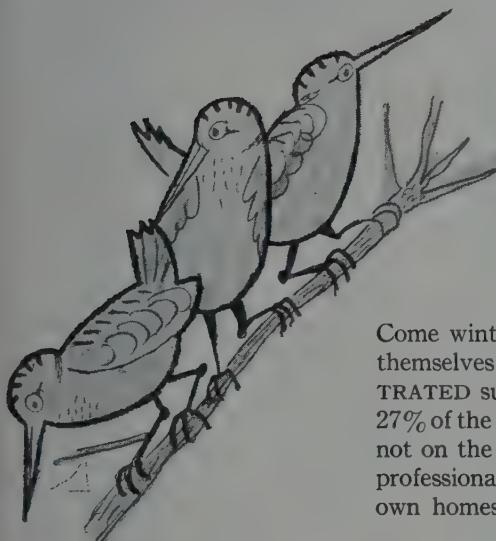
The wonderfully profitable world of sportsmen ...

The birds and beasts have the distinction of having their assemblages called by various arresting names.

For instance, the true sportsman doesn't speak of "a bunch of pheasants," but "a nye of pheasants." He doesn't say, "a whole big crowd of lions," but rather "a pride of lions." And so it goes.

We've appropriated this pleasant custom to describe our SPORTS ILLUSTRATED subscribers. It was necessary because, as Alfred Politz has just ascertained in a national mail survey, they're such special people . . . as any discerning advertiser will agree, from the following facts.

EXAMPLE 1 . . .



A fall of woodcock
becomes a stumbling
of skiers



Come winter, many snow-covered slopes find themselves decorated with SPORTS ILLUSTRATED subscriber-families. There are skis in 27% of the subscriber households. When they're not on the boards, 50% of SI's subscribers are professionals or executives, 90% own their own homes, 65% are college people.

EXAMPLE 2 . . .

A labour of moles becomes a leisure of vacationists



SI's subscribers really go, go, go when it comes up vacation time. Two-thirds of them voyage anywhere from 500 to 2000 miles. 96% own cars in which to journey, 40% own two or more. And 63.3% of these own '55 and '56 models.

Ask to see the complete survey—of a magazine audience unique in its love of good things and good living, and in its ability to buy them.

SPORTS

ILLUSTRATED

Circulation now more than 600,000

Ancient Age: sales rose 57%

- It tried a sales move similar to one Old Crow began in 1954.
- It also tried to improve on Old Crow's effort—here's how.
- Result: bourbon's biggest 1955 percentage sales increase.

DESPITE an office filled with mounted marlin and bone fish, Schenley Industries vice-president Sidney Stricker, Jr., prizes another kind of "catch": sales of Ancient Age whiskey last year totaled nearly 1,000,000 cases, a gain of almost 57% over 1954.

► Stricker runs sales, advertising and merchandising for the straight bourbon whiskey. And, for better or worse, its phenomenal sales gain backs up one of the oldest bromides in marketing: "If you can't lick 'em, join 'em."

Despite its remarkable gain, Ancient Age still runs behind National Distillers' Old Crow and Brown-Forman's Early Times in straight bourbon sales. Old Crow last year sold nearly 1,900,000 cases, for a 35% gain. Early Times, although its gain was only about 5%, sold between 1,500,000 and 1,600,000.* Old Crow, of course, began its upward sales spurt in 1954, thanks to a move it made in late 1953: to its bonded (100 proof) whiskey at \$5.95 a fifth, it added an 86 proof fifth at \$4.95, pushing it with one of the biggest ad campaigns ever put behind any brand of spirits. Within eight months, Old Crow 86 proof rose to a place among the top selling brands in the U.S.

What Ancient Age did is essentially the same thing—one year later. In November, 1954, Schenley brought out an 86 proof brand also retailing at \$4.95. But its 86 proof whiskey was six years old, compared to Old Crow's four. Besides what it calls a "better product" (Ancient Age is also distilled in only one plant to maintain uniform quality), there were two other key prongs to the marketing campaign. One was heavy (\$2,900,000-a-year) advertising. The master stroke was staccato use of a slogan which has turned out to be, according to Argosy magazine, "the most effective whiskey sampling campaign of the last decade." The slogan: "If you can find a better bourbon . . . buy it!" (see cut).

► Comments Frank Flagg, Stricker's advertising manager: "We had some doubt about the slogan at first," won-

dering if it would backfire, if the public thought we were trying to brag." So Schenley hired a research firm, test-marketed the slogan thoroughly, especially in the old bourbon bailiwick of the South. "The results were marvelous and we certainly didn't anticipate the completely favorable reaction."

With test market results satisfactory, the ad barrage started in November, 1954.

Life was one of two magazines used in 1955 to plug the brand. The other: Sports Afield, where the advertising was tied to a sports quiz with prizes up to \$25. Widely circulated also was the Ancient Age Sportsman's Book, which gives tips on hunting and fishing and includes 10 commandments for hunting safety. Almost one-quarter of the bourbon's \$2,000,000 ad expenditures last year went for similar promotional devices and point-of-purchase material.

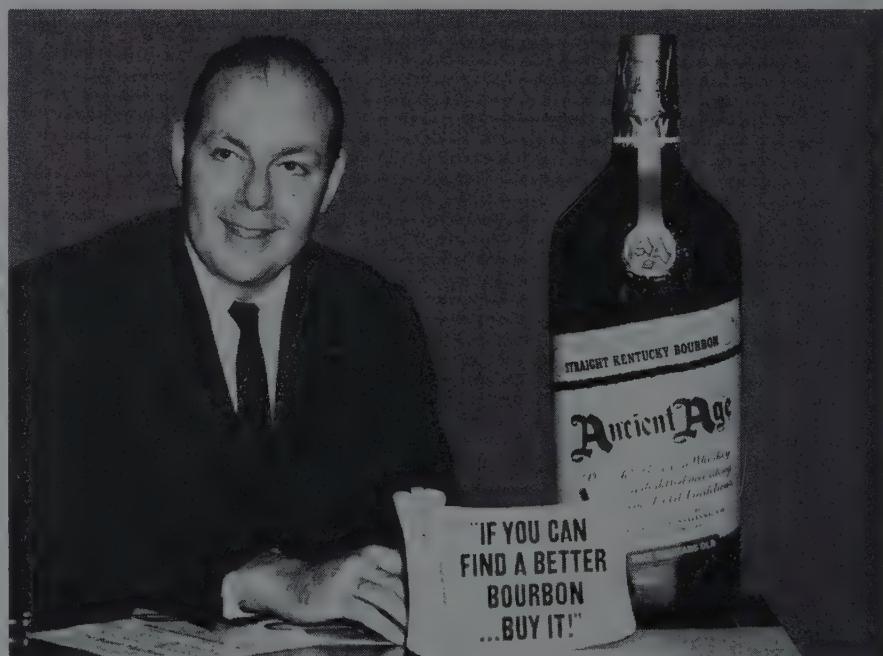
Much of the rest of the ad money went into newspaper ads on a local basis. They were supported by three-dimensional painted billboards which reproduced the color magazine ads highlighting the slogan. One big project: new Scotchlight signs which Flagg and account executive Hiram Vogel of

Doyle Dane Bernbach are developing.

Second wedge in the campaign is Stricker's personal foray into major fronts of battle to keep in close touch with distributors. They were and are continually bombarded with selling devices and displays. And Stricker believes the distributor should know well in advance the contemplated moves by top policy makers.

Stricker also thinks Ancient Age's bottle itself, unchanged since repeal, has contributed to the big increase in sales. He thinks its shape, the coach-and-four label displayed on the back, and the name itself convey the impression of "old old," a "great psychological factor" in selling whiskey, and especially bourbon. Stricker says there are no plans afoot to change the packaging, but an "additional symbol," which he smilingly refuses to elaborate on, is being considered.

► The decision by both Old Crow and Ancient Age to market an 86 proof straight whiskey to step-up sales, underscores a stinging fact in the liquor industry: distillers have great cause to worry about their aging whiskey inventories. Under present law, liquor companies must pay the Federal excise tax on distilled spirits when they have been in bond eight years. As of December 31, 1955, nearly 30,000,000 tax gallons of whiskey in government warehouses were seven to eight years



Vice-president Stricker: every campaign step was well planned

*Figures from Business Week's estimate of 1955 liquor sales.

IF YOU
CAN FIND A
BETTER
BOURBON
BUY IT!

Ancient Age

Ancient Age ad: most effective sampling campaign in 10 years?

old, and taxes on this whiskey will soon have to be paid. This is 7,000,000 more gallons than were in this category as of last June and 20,000,000 more than at the end of 1954. There is also a huge storage of six to seven-year-old whiskey nearing the tax deadline.

Schenley has filed suit for complete elimination of the eight-year payment provision, which board chairman Lewis S. Rosenstiel calls "unconstitutional." (Schenley has the largest stock of aging whiskey of any distiller.)

Meanwhile, a House Ways & Means subcommittee has voted some relief for the problem. The subcommittee has approved a provision permitting the "co-mingling" of different-aged whiskies—i.e., a distiller can take an eight-year-old whiskey out of its barrel, pour it into a barrel containing six-year-old whiskey without paying the tax. The older whiskies take on the age of the younger ones for tax and advertising purposes. But when the whiskey finally is marketed it can not be advertised as an older brand. Also in the subcommittee is a plan to let liquor and tobacco pay excise taxes after shipment.

► There's little doubt, though, that marketing is as important to the distillers as help from Congress. There's also little doubt that carefully planned marketing strategies work. National Distillers' decision to market a lower priced bourbon under the famous Old Crow brand name was clearly a master move. Ancient Age's effort, backed by a six-year-old product and a bold ad assault, shows that following the leader isn't a bad idea either. ■

SELLING TO INDUSTRY

By John Sasso

®

Industrial chain reaction

Norm Jacobson, Electric Light & Power editor, was telling us the other day about a new type of pole for the power industry. Seems that glass-reinforced plastics are moving into that use, and may eventually push the old wooden pole out of the picture.

To him the important impact of this development did not lie in the obvious product advantages of light weight, long life, colorability, etc.—but in the effects the new development might possibly have on the industry and its suppliers. Methusaleh-like reinforced-plastic poles will alter the industry's "one-life" timetable that guides replacement of poles and accessories. It will affect equipment and accessory design. Put another way, the development will have important repercussions on many markets.

The moral seems to be that any important development has to be carefully analyzed for its side, as well as obvious, effects.

As a postscript, we should add that only a year ago, according to Norm, an extensive utility market study was made for a wood-pole producer. The study noted the competition expected reaction on sales through 1965, but there was no mention of how reinforced-plastic poles might affect the market picture. How blind can you get?

Brooklyn Bridge deal

The old gag about selling the Brooklyn Bridge isn't as ridiculous as it sounds. They're still trying to sell the "Brooklyn Bridge" to industry.

Witness: a New York "publishing" outfit is now promoting a paid column (somewhat on the order of those newspaper-mat columns promoting groups of products to women). This phony editorial column, aimed at management, natch, will appear on the business page of Sunday newspapers in a half-dozen or so key cities, where management (natch) lairs up.

Your product pitch or company propaganda can be included in this column at the bargain (!) rate of

about \$24 an agate line. The same lineage, bought separately in all the papers, would cost less than \$15. For the handsome privilege of being mentioned in the column you pay a neat premium that might run as high as \$250 for the average item. With six items per column the "publisher" gets a return of \$1,500 over and above the space rate he pays the newspapers.

This makes me sure I'm in the wrong business.

Fallacy in such space-buying lies in assuming that the right "management" will read the column and think it is genuine editorial material. This could happen once, maybe.

Another fault is that inevitably each column will be a hodge-podge of items appealing to different "management" people.

Saddest part of all is that industry can be a sucker for such deals. But if we would take enough time to analyze these flashy looking schemes, the promoters would be discouraged.

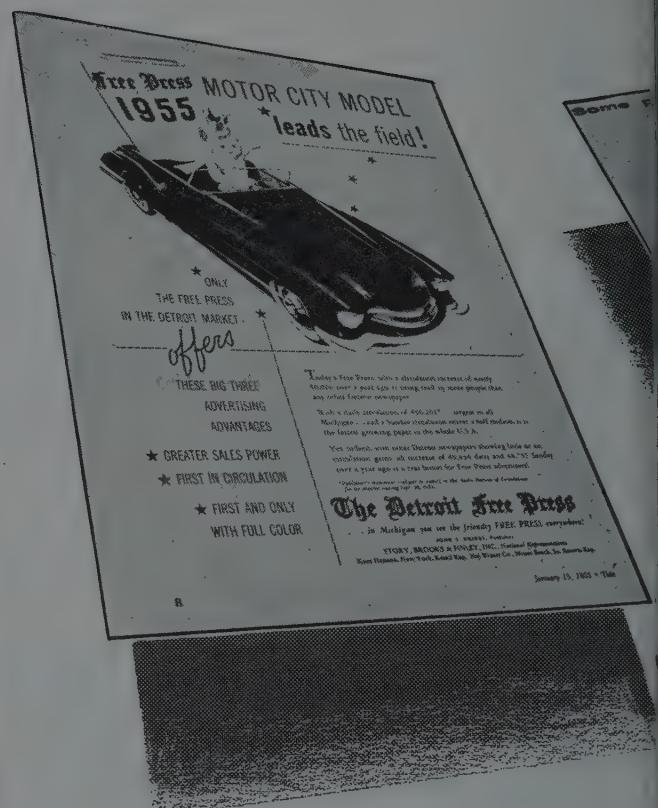
Mail bag

This week's mail bag brought some interesting material. Petroleum Week's sales letter is an excellent job; it is packed with useful information about the field, and should be very helpful to men in the industry and incidentally helpful in keeping Petroleum Week sold. Automation sends a reprint of an article on the economics of the field, the most useful analysis for anyone trying to project sales to the industry, since it has information for corporate, production, and engineering executives. These two mailings are, in our opinion, examples of good promotion for an industrial magazine.

Also in the mail came the usual dog. For the umpteenth time we have received one of those phony air mail letters from Cron Publications pretending that our release is the greatest news since Columbus discovered America. It may sound flattering to read such tripe, but the kicker is that they would like to report on this in their Hospital Handbook if we will pay them \$100 for the engravings and white space. Sorry, boys, we're not suckers.



how would



Tid

April 21, 1956 • Tide

ADVERTISING FORECAST

APRIL 12, 1956

Advertising Booms in Most Media:

Advertising expenditures will set a record again this year, with the total headed for a rise of 10-15% over last year—also a boom ad year.

Magazines, for example, ended the first two months with a 13% ad revenue rise and a 7% page rise over 1955's period—the largest increase the magazine business has ever recorded.

Network television ended January and February with an 18% billings gain, and the newspapers measured by Media Records ran 10% more lineage than in 1955's period.

The boom is broad—it seems to affect virtually every type of magazine. Harper's Bazaar, for instance, had a 14% lineage gain this quarter over last year's. Parents' scored a 12% page gain and a 16% revenue gain. Harper-Atlantic reports a 51% revenue rise. Business Week is up 8%, House Beautiful 13% in ad revenue. Life's revenue rose 12%, its pages 5%.

Moreover, the boom continues. April's American is the largest (in lineage) ever published. May's Good Housekeeping sets a record in dollar volume. The summer Modern Bride has a lineage rise of 9%.

The Power of Advertising:

Pulse's latest survey of the food & drug buying habits of New York City housewives records this interesting fact. All brand leaders retained their No. 1 position during 1955 except in the case of chocolate mixes: Bosco, which advertises moderately but steadily (\$1,000,000 a year in local television), displaced Hershey, which just doesn't believe in consumer advertising.

Requiem For the Biow Co.:

The day of the one-man agency is dying, but that's not the main reason Milton Biow closed up his agency this month after three decades as an advertising great.

The 63-year-old Biow simply couldn't attract the top-level executives to keep his agency going, even though he'd set aside \$1,000,000 for a rebuilding job. Agency executives didn't warm up to the idea of working for Biow for two reasons. One was the notorious Arthur Samish case, during which Biow testified he had paid the lobbyist \$100,000 to obtain the Schenley Distillers account.

After that, Biow tried the obvious move—turning the management of the agency over to other people, namely Kenneth Beirn and John Toigo. For the Biow Co., that meant the beginning of the end, because Biow simply couldn't sit still while other people ran his shop. When Beirn and Toigo left, Biow had no choice but to run Biow himself.

Possibly the Pepsi-Cola account could have been retained had the Biow management been working together at the time of the crisis over Philip Morris ads (see p. 31). After that fight broke into the open, the Philip Morris defection was inevitable.

While Biow masterminded some great ad ideas in his time (Philip Morris' Johnny, Bulova watch time), he failed to build a living organization which would continue to attract executives and accounts. The result: some 90 employes and probably \$25,000,000 worth of accounts are looking for connections.

**Good Idea
From ABP:**

The more alert businessman today realizes that the job from now on is to keep sales apace with the nation's ever-expanding production capacity. To do the job, business obviously needs a steady supply of up-to-date production and sales information as a guide for long-range planning.

The "latest" marketing data around today, though, reflects conditions of eight years ago. In a few months, results may be available of a 1954 census of manufacturing and distribution, but those figures then won't be updated until 1961 or 1962.

Reason for the dearth of statistics in an age when more effective marketing is almost a life & death matter is Congress' failure to provide sufficient funds for a national business census more often than every five or six years.

The Associated Business Publications right now is petitioning Congress to provide a biennial census of production and distribution, beginning with reports covering calendar 1957.

ABP's move is a good one—it should be supported by business and press.

**Politz Surveys
SI Subscribers
By Direct Mail:**

Time, Inc., and Alfred Politz Research, Inc., a pioneering pair in research, are at it again. This time they're not trying to make audience studies comparable no matter what the medium (e.g., magazines and television). They're trying to turn direct mail studies of people into acceptable research.

Time-Politz managed to obtain an 82% return to a direct mail questionnaire to Sports Illustrated subscribers by enclosing \$1 with the first follow-up mailing, \$5 with the second, to attract attention and interest.

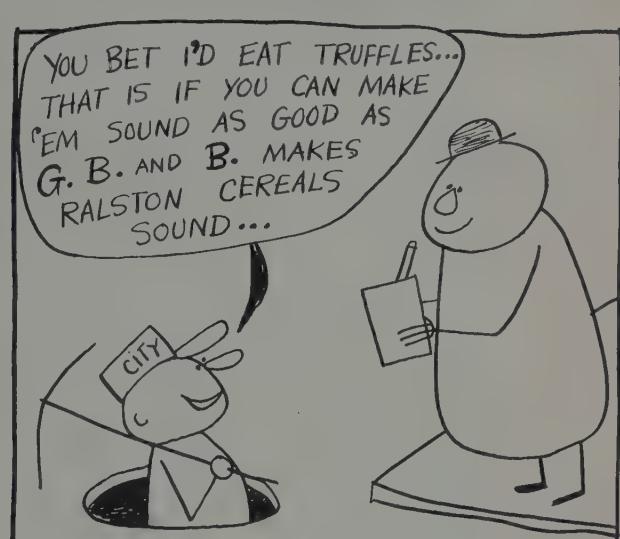
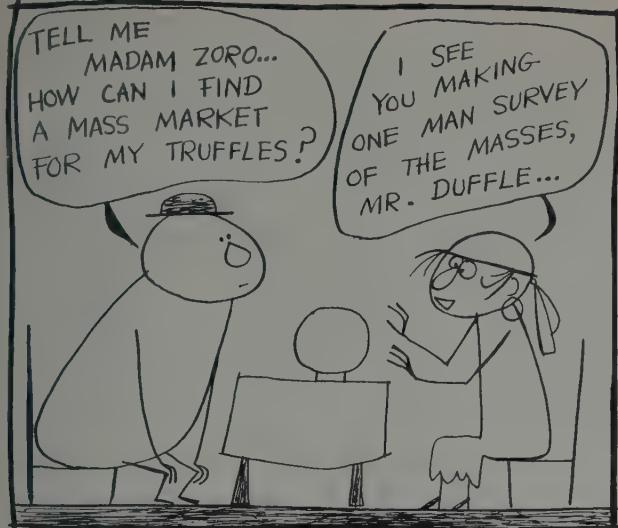
Clearly, Time-Politz think direct mail surveys, when returns are high, are a real addition to today's often expensive research tools. Even the Advertising Research Foundation, which blasted as unacceptable an earlier Time magazine direct mail survey of subscribers, gave a "vote of confidence" to this study's design.

The mail survey, covering subscribers' income, material possessions, habits, etc., shows this: the median subscriber is 38, has an income of \$9,550, owns a \$19,800 house, went to four football games last year.

Some 90% of subscriber families have TV sets, 41% own two cars or more, 25% have air conditioning in their homes. Some 66% are in professional or managerial occupations and 42.6% have expense or travel accounts. The favorite sports are fishing and golf.

ASK THE MAN IN THE STREET

(ABOUT GUILD, BASCOM, AND BONFIGLI INC.
ADVERTISING - 130 KEARNY ST., SAN FRANCISCO)*



*CURRENTLY ENJOYING SUCH UNDERSTANDING CLIENTS AS: SKIPPY PEANUT BUTTER, DIVISION
OF BEST FOODS; RALSTON PURINA CEREALS, ST. LOUIS; FOREMOST DAIRIES; HARRY AND DAVID'S
FRUIT-OF-THE MONTH, MEDFORD OREGON; AND REGAL PALE BEER...

Astrologes named Director by Indiana Steel Products Co.

Anthony J. Astrologes, treasurer and assistant secretary of The Indiana Steel Products Company, has been elected a director. This Valparaiso, Indiana, company makes magnets for industrial, consumer and military use. For its manufacturing process, the firm buys large quantities of cobalt, nickel, copper, aluminum, iron and chemicals.

There's one thing in common among men, like Mr. Astrologes, who get ahead in business—they read The Wall Street Journal. Subscribers now number over 407,000. Total readership is nearly double that figure. The Journal reaches your business prospects when they're in the mood to do business!

(Advertisement)



locate your product in VENDING!

AUTOMATIC vending opens important new channels of distribution without diverting or disturbing your present distribution set-up . . . brings your product into closer touch with the ultimate consumer . . . operates as the ideal sampling method!

WE HAVE over 19 years' experience serving the vending industry and offer you the advantage of our specialized knowledge to help fit your product into this rapidly expanding market.

Among our accounts . . .
AMERICAN CHICLE CO., Adams gum, Dentyne, Chiclets, Beemans.
APCO, INC., leading vending machine manufacturers.

N.A.M.A., official organization of the vending industry.

PEPSI-COLA CO., sales promotion campaigns.

TENCO, INC., roasters of instant coffee. Plus 50-odd manufacturers and distributors of vending machines and vendible products.

Consult with us concerning your share of the vending market at no obligation.

de-perri advertising, inc.
141 E. 44th St., New York 17, N. Y.
Murray Hill 7-4980

EBB & FLOW

Profitable marketing

For some time now we've felt that automobile manufacturers have allowed their dealers to make a dangerous selling mistake. In their efforts to build up volume sales—not in itself a danger—dealers have played down the product and stressed the "deal." As a result, consumers rarely hear a salesman point out the distinction one make car may have over another.

One notable departure from this routine, however, has been a highly successful advertising & promotion campaign conducted by the Dodge Division of Chrysler Corp. Because 1954 was not a high volume sales year for Dodge (or for Chrysler Corp. for that matter), the division knew that there would be fewer trade-ins of 1954 Dodges on 1956 models. In order to build up 1956 sales, therefore, the division would have to shoot for "conquest sales"—trade-ins of competitive make cars.

Dodge did it through the Sell-a-Thon, a special marketing attack in eight markets—New York, Philadelphia, Washington, D. C. (including the Baltimore area), Chicago, Cleveland, Cincinnati, St. Louis and Los Angeles. The funds for each campaign (a co-op arrangement with Dodge dealers and Dodge sharing the cost) went into a saturation spot radio schedule, heavy newspaper ads, local cut-ins on Dodge's three network TV shows and direct mail.

The campaign minced no words, and for the first time mentioned competitor's makes in the ads (see cut). Such a departure from standard automobile advertising—naming competitors—startled the industry and even shook the sedate New York Times to the point where it refused to run the ads.

The purpose of the campaign was to convince consumers that their Dodge dealer would give them as high a trade-in on another make car as they would on a Dodge. It also aimed at pointing out the difference between Dodge and other makes. As Louis T. Hagopian, Dodge's national sales promotion manager, puts it, "We didn't knock the other product, nor did we build up its desirability. We just wanted the public to be aware of the difference in products."

In each area the campaign ran for six weeks, each week highlighting a different make competitive car (Ford, Chevrolet, Mercury, Pontiac, Oldsmobile, Buick). In four of the largest cities—New York, Chicago, Philadelphia and Los Angeles—the campaign wound

THE Sell-a-thon IS ON!

Ford Owners!

THIS IS YOUR WEEK TO TRADE ON A NEW '56 DODGE!

Dodge's Sell-a-thon ads:
aimed at "conquest sales"

up with a massive show featuring Lawrence Welk, Danny Thomas and Bert Parks, Dodge's three TV stars. Dodge dealers passed out the tickets to their owners and potential customers; each show played to capacity, often turn-away crowds.

Hagopian claims that the campaign was "highly successful" in every area. The dealers who participated in the Sell-a-Thon, who as a group normally outsell those dealers who didn't participate, outsold non-participating dealers by a substantially greater margin during the campaign. That margin, for example, was 67% in Philadelphia, 55% in New York.

Each campaign in each of the larger cities cost approximately \$250,000. Measured against the success, it was a real bargain. The best part of the whole thing, we feel, is that it may demonstrate for all automobile manufacturers that hard sell, on a product vs. product basis and not in terms of "deals," can be profitable.

A PR invader

The question of licensing public relations practitioners comes up with almost boring regularity. The problems it would present are vast; the need for some way to separate the PR flacks from the professionals is equally vast.

The other day, for example, one of the gossip columns carried an item about Art Linkletter. Seems that this

TV showman is going into the public relations business as a partner in a newly organized PR firm. Linkletter revealed further that his organization was going to be of the "idea" type which will do "specialized stuff" for companies which already have a PR department but could use "outside ideas" and "spiking up."

We're not sure what Linkletter means by "spiking up" or "specialized stuff," and we're willing to bet he doesn't either. Without a doubt his major contribution to his new firm will be his name, which is certainly widely known. Certainly nothing in his background, at least as much as we know about him, would qualify him as a public relations counselor.

The danger here, however, is that Linkletter is in effect a comedian, a jester. Like his fellow clowns—and we don't use the term disparagingly—his goal is to make people laugh. The association of comedians and jesters with such a serious business as public relations can only do it harm.

PR has enough clowns—and now we mean it disparagingly—already. Linkletter might well leave the "specialized stuff" to the specialists and concentrate instead on "spiking up" his TV rating.

An aside to bankers

A friend of ours, after a series of exasperating experiences with several New York City banks, is firmly convinced that banks are more trouble than they're worth.

It seems that one day he wanted to buy a cashier's check for \$300. He visited one bank after another and got the same answer: no cashier's check. He could get, he was told, a money order—but only up to \$250.

The thing that he couldn't fathom, he says, was that at no time did any teller explain to him why he couldn't buy a cashier's check. They were either unwilling or unable to explain the reason. Nor would they or could they explain why you can't buy a single money order for more than \$250.

A week later he ran into another frustrating experience. He was on one side of town, away from the branch of the bank that usually cashes his pay check. Another branch was handy, so he tried to cash it there. He ran into a series of fruitless discussions with tellers, came out still with the check and no explanation of why one branch of a bank will cash a check and another branch of the same bank won't.

Then he took the check to his own bank, where he happens to have a sav-

ask your advertising agency about outdoor advertising

the standard group of outdoor advertising companies

Outdoor Adv.

"From Hell to Breakfast"

If you are not participating in the industrial growth of the South, if you have not been getting a nice increase in advertising from the new accounts, and growing accounts, of this region, it's time you looked into the possibilities of Southern Advertising and Publishing.

Accounts in the South are "Scattered from Hell to Breakfast," as one of the most successful advertising salesmen ever to work the South once said. (We'll be glad to give you his name on request: he has gone high in his profession. He's a master of simile!)

Yes; from Hell to Breakfast, but we get over this broad region every month, from Maryland to Texas and Oklahoma inclusively. For 31 years we have served this segment of the nation's advertising world, seeking to reflect the news and accomplishments of the men and women who constitute the Advertising South.

We will appreciate a chance to work with you.

- Ernest H. Abernethy, President
- Garland B. Porter, General Manager

★ ★ ★

Southern Advertising and Publishing

... the hometown medium of the South ...

75 Third St., N. W. (Vernon 6646) Atlanta, Ga.

ONE OF NINE ABERNETHY PUBLICATIONS

Have you heard? 97 brands of face cream are sold in Minnesota... but just two of them account for more than a third of the users!*



Stop and reflect... the way to boost drug sales in the Upper Midwest is with the Minneapolis Star and Tribune.

Only 4 cities in the United States have Sunday newspapers with larger circulations than the Minneapolis Sunday Tribune

625,000

in Minnesota, North and South Dakota, western Wisconsin

*based on Minnesota Homemaker Survey #4, available from the Minneapolis Star and Tribune



ings account, Christmas Club membership and an automobile loan. He even had his bank book with him—but they refused to accept his check. Again, no explanation of why.

It seems to us that banks often get ensnared in their own red tape and regulations. There must be a logical and reasonable explanation for all of the above circumstances.

Bankers, we think, could well afford to spend a little time briefing tellers and other personnel on the reason for all these burdensome rules. Then when they have to refuse a customer's request, at least he knows why.

A study in motivation

A few weeks ago we received a copy of the first issue of Motivations, a new publication of Dr. Ernest Dichter's Institute for Motivational Research. Motivations, which is subtitled "The Monthly Newsletter of Psychological Research for Business and concerns itself "with the effect of human behavior upon the entire buying process in the marketplace," is a somewhat expensive (\$100 a year), copyrighted periodical available only to top-level executives "upon application."

We found the first issue thoroughly intriguing in content although somewhat drab in layout. However, it did reveal some interesting "mental quirks" which affect consumer preferences:

While the speed of air travel is one of its biggest advantages, Motivations points out, it is also a great disadvantage to some travelers who prefer slower paced transportation. Teenagers who order soft drinks don't always buy the drink they like, but often choose a drink they consider glamorous and sophisticated. While most people like the idea of a garbage disposal unit, they also consider it something frightening, capable of turning on them like a Frankenstein monster. And the woman who constantly loses her gloves is not really careless, she is symbolically throwing off the restraints of formality, propriety and ladylike passivity.

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*As set forth in TIDE

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205 E. 42nd Street,
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Tel.: MURray Hill 9-0715

LETTERS

Plaudits

Sirs:

May we commend you for your forthright editorial, "PR and ad agencies," in the March 24 issue of Tide!

I am sure many public relations counseling firms can document the arguments you set forth against the agencies setting up their own PR departments. As a case in point, some time ago we were retained by one of the country's leading ad agencies to provide public relations counsel and services in connection with a new nationwide merchandising and advertising campaign directed to consumers, dealers and certain professional groups. The president of the agency declared at the time: "This agency will never establish its own public relations department; public relations is not our business."

We were retained on a monthly-fee-plus-actual-expense basis. After a couple of months, the agency requested that we figure out ways to increase our expenses because the 15% they were rebilling their client for our fee and expenses was not large enough!

P. S.: The agency did create its own PR department later on.

David U. Snyder

Vice-President
Executive Research, Inc.
Los Angeles

Sirs:

Tide shows its usual courage and perception in the editorial in the March 24 issue, "PR and ad agencies." Congratulations. The attitude of many editors in the advertising and marketing fields, that the advertising agency is an all-powerful institution before which all others must inevitably bow down, is a delusion that can ultimately be harmful to everyone, including the advertising agencies.

You have said in this editorial what apparently most of the objective observers of public relations have known for themselves. I'm sure that, except for personnel in advertising agencies, your statement will be almost universally applauded.

Philip Lesly

The Philip Lesly Co.
Chicago

They didn't like it much, we fear.—Ed.

Goose eggs

Sirs:

By eliminating three zeros in your Calvert article April 7, you have boosted Calvert case volume with an ease that would earn you a top job with any distiller. Actually Seagram's edge over Calvert is 430,000 cases, not 4,300.

Marvin Levin

Publisher
Southern Beverage Journal
Coral Gables, Fla.

Reader Levin is regrettably right.—Ed.

Opinionated

Sirs:

As a Standard Oil customer, one who answered PR man Reynolds' questionnaires, and one PR man who reads Tide, I am grieved to learn that I have a "hole in my head" (Tide—March 10, page 14). Just for the records I am now on my way to a Shell station to fill the Oldsmobile with gas; and this gives me a good reason for not filling out any more questionnaires for about 100 companies yearly.

R. C. Clark

Eli Lilly and Company
Indianapolis



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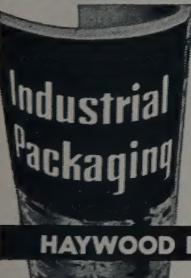
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Write or Phone for Details

Reader Clark is outraged by Standard Oil PR director Conger Reynolds' statement in Tide that "One thing we've learned in our past [opinion] poll surveys. People have holes in their heads. They don't have opinions, but a great vacuum." —Ed.

Bissell's closet

Sirs:

Many thanks for your . . . excellent Bissell article.

However, we are deeply disturbed about the paragraph which lists by brand name various of the items in our "ideal cleaning closet." We at Bissell have never attempted to endorse either by deed or by inference another manufacturer's product. We . . . used for actual photographs merely the products that happened to be available in the Hardware Association headquarters. In our consumer folders, we deliberately attempted to lose brand identity.

William B. Rose

Vice-President—Marketing
Bissell Carpet Sweeper Co.
Grand Rapids

Stoppers

- The husband you get may be your own!
—WARNER'S MERRY WIDOW
- "We stopped 2,000 burglars last year!"
—AIR EXPRESS
- Beauty and the millionaire BEAST
—NICHOLS CASHMERE
- Why is Mona Lisa smiling?
—FINE FABRIC SOURCES
- If King Henry had only known
—BALDWIN PIANO
- He likes taxes!
—NATIONAL CITY BANK
- The Goose that made an Asp of itself
—ALCOA
- What? Gin'n Nothing?
—FLEISCHMANN
- Watch out, boys . . . you're being railroaded!
—MASON-DIXON LINES
- 4,808,933 Quidnunces
—POPULAR MECHANICS
- "Touch the Wonder Bar, Dilworth—let's see who's making the news!"
—DELCO RADIO
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2160 Patterson St., Cincinnati 22, Ohio

Two observations on TV

Television, as you might have gathered by now, can have some serious disrupting effects on our civilization. Two recent issues of two prominent magazines make this quite clear.

The first is the March 31 issue of Saturday Review. In an article entitled Madison Avenue and the Election, John Steinbeck comments pleasantly on the news that advertising agencies will again design the Presidential campaigns in 1956.

The secret of success here, says Steinbeck, is that television viewers gather in a state of semi-hypnosis before TV screens and, while watching their favorite comedian, are reduced to a state of helplessness. Then comes the pitch for the candidate. "If," says Steinbeck, "they will buy the things they are told to buy, and they do, then they will vote the way they are told to vote. Q.E.D."

But the kicker, Steinbeck adds, is that television audiences have slow and slightly confused responses, are likely to buy a senator and vote for a cereal. "It was no accident," Steinbeck continues, "that a cleansing powder won three public offices last year and that the sovereign people of the state of South Tioga elected a two-tone convertible to the governorship."

The real danger, Steinbeck concludes, is that some candidates might enter into a partnership with advertising agencies; the possibilities, he claims, would be frightening: "Could a captive TV audience resist a chocolate-coated candidate or one with sugar and cream

in his hair? Why the electorate might even insist on tasting candidates before voting."

We had hardly finished smacking our lips over this thought when we ran across the April issue of Harper's Magazine. There the movie critic of the New York Herald Tribune, William K. Zinsser, poses an intriguing question: who is more of a hick, the Iowan with a television set or the New Yorker without one?

Zinsser is convinced the New Yorker, sans TV, is the real hick. Zinsser lives in New York so he can see the new plays and films, operas and exhibits, but he doesn't have a TV set. On a recent visit to his wife's folks in Iowa, he discovered that the house had changed: "In the corner of the living room, where the dog used to sleep, a television set now stands."

Zinsser's mother-in-law wanted to know if he had seen A View From the Bridge yet. "We saw Arthur Miller on television the other day, and he made it sound absorbing," she said, detailing Miller's explanation of the plot.

Zinsser's father-in-law asked if he had seen the world series. Zinsser confessed that New Yorkers find it almost impossible to get tickets to a world series in New York City, but that he caught a few innings by craning his neck around some beer drinkers at a local bar.

Before his visit was over, Zinsser reports, his in-laws gave him a short course in the latest Parisian fashions, in Egyptian archeology, in continental cuisine, ballet, art and opera—all of which they had studied via television.

Concludes Zinsser: "The weekend left us demoralized, and we wondered if we should buy a television set so that we could keep up with the Iowans. But they have too much of a head start."

Take 'em, take 'em!

Don't be surprised to pick up your newspaper some morning and discover that the price of wooden nickels has gone up to 6¢!

That, amazingly enough, happens to be the truth. The Marvic Co. of Brooklyn (N. Y.) manufactures and sells wooden nickels for direct mail purposes. And if you buy them in lots of 1,000, they cost 6¢ each—a sad commentary on today's constantly rising prices.

There's a happy ending to this story, though. If you buy Marvic's wooden nickels in lots of 2,500, they're only 5¢ each. And if you buy them in lots of 5,000, they cost 4¢ each—a comforting thought.

Marvic's slogan for this novelty item, incidentally, is "Don't take any wooden nickels—unless they're ours."

Flotsam & Jetsam

- In Los Angeles, a massage parlor advertises, "We rub you the right way."
- In Sacramento (Calif.), a women's apparel shop advertises, "Sheer stockings designed for luxury wear, but so serviceable that many women wear nothing else."
- In Indianapolis, a jewelry store advertises, "Free estimates on watch repairs. Cuckoo clocks psychoanalyzed."
- In Chicago, Goodman Mfg. Co. ran a classified ad as follows: "GIRLS. That stork has been around again! Now we need more stenographers, typists, clerks. Good wages. All the usual extras, plus a free bus south at quitting time."
- In Miami (Fla.), an airplane flew over Hialeah race track towing a streamer suggesting "Get even tonight at the jai-alai matches."
- In Portland (Mich.), a roadside restaurant advertises, "Nobody likes a coward. Try our hamburgers."
- In Boston, a carpenter shop advertises "Antiques made on order."
- In Rapid City (S. D.), a restaurant advertises "Our steaks are so tender we wonder how the cows ever held together."
- In Boulder City (Nev.), a restaurant near Hoover Dam advertises itself as "Bob's Cafe—best food by a dam site."
- In St. Catherine (Canada), a restaurant advertises "In case of an atomic attack: first, be calm; second, pay your bill; third, run like hell."



Caption by—J. R. TEMMES

"We found out why the audience was taking notes at the quiz show—they were all Treasury men."